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## **PARTNERSHIP AGREEMENT**

Erasmus+ Programme

KA220 – HED

Cooperation partnership in higher education

PROJECT DETAILS:

# **JUST**

**Joint University and Small and medium sized  
enterprises (SME) Training**

**Reference number:**

**2021-1-SI01-KA220-HED-000029948**

## Partnership Agreement

The Internal Partnership Agreement, hereafter named "the Agreement" is concluded between the following parties: On the one part,

the Coordinator Organization, hereafter named "the Coordinator"

### **Fakulteta za medije (FAM)**

**Address:** Leskoškova 9e, 1000 Ljubljana

**Represented for the purposes of signature of this Agreement by** prof. dr. Borut Rončević, dean

and on the other part,

### **Slovak Business Agency (SBA)**

**Address:** Karadžičova 7773/2, 811 09 Bratislava – Staré Mesto, Slovakia

**Represented for the purposes of signature of this Agreement by** Mgr. Martin Holák, PhD., Director General,

*hereafter named "the Partner Organisation"*

Given that

- FAM, as the applicant organization in collaboration with all other involved partner organizations has presented the project Join University and Small and Medium Sized Enterprises (SME) Training – JUST" (hereinafter referred to as "Project") for the deadline 2021 of the annual call of the Erasmus+, Action KA220-HED - Cooperation partnership in higher education;
- Before submission of the Project the Partner organization has signed a Mandate letter confirming willingness to be a Partner of the project and delegating **Fakulteta za medije** to represent them in all proceedings in case of the project approval.
- The Project has been approved by the Slovenian National Agency CMEPIUS and the Coordinator has signed the Grant Agreement **No.: 2021-1-SI01-KA220-HED-000029948** for the implementation of the project,

**Is agreed as follows:**

## **Article 1**

### **Project details**

The Parties undertake to cooperate for complete and qualitative realization of the Project in accordance with the approved project and its eventual modifications exclusively if agreed with all partner organizations and approved by the National Agency.

The Parties undertake to respect the project duration of **30 months** and the period of eligibility of activities as indicated by the approved project and Grant Agreement with Slovenian National agency - from **1. 1. 2022** to **30. 6. 2024**.

The subject of this contract - detailed description of the submitted and approved project is an integral part of the contract in the form of the **Annex I – Application form**.

## Article 2

### Activities and their time frame

Both parties agree to cooperate for the implementation of following activities, respecting agreed time frame:

Activity	Duration	Reference to application form
Project Management and Implementation; Dissemination and Use of Projects' Results	M 1 – M 30	A1 – A3
<b>Transnational project Meetings:</b>		
KoM – Slovenia	M1	TPM 1
TPM 1 – Italy	M 7	TPM 1
TPM 2 – on-line	M 14	TPM 2
TPM 3 – Spain	M 23	TPM 3
TPM 4 - Slovenia	M 30	TPM 4
<b>Project results:</b>		
R1 – JUST OER Platform & Networking space	M1 – M30	R1
R2 – Develop model for U/SME collaboration	M1 – M9	R2
R3 – Training development and Test & Validation with 300 participants	M7 – M30	R3
R4 – JUST Implementation Suite	M28 – M30	R4
<b>Multiplier event:</b>		
7 Multiplier events	M27-M28	ME1-ME7

The partner will also collaborate at project management and dissemination activities lasting during whole the project period and even after.

The partner will be required to perform additional activities, if this should result necessary for the achievement of project goals and if it is in compliance with partner's financial, human and other resources. The partner also agrees to contribute in equal parts to the achievement of the indicators of result as specified in the application form.

### Article 3

#### Quality of the project and respect to the general ERAMUS+ rules

The parties confirm their awareness of importance to implement the project respecting terms of the program Erasmus+ defined in the Program Guide for the year 2021, in particular regulations regarding the Cooperation partnerships.

The parties bring shared responsibility of the quality of the project and its results, as well as the efficient dissemination inside and outside the Partnership.

Failing to fulfil any of the above-mentioned responsibilities would mean that the partner is not eligible for financial refund related to the cost of the activities not undertaken.

### Article 4

#### Budget and eligible costs

Approved project foresees the maximum budget for the partner activities with total of **20.747,00 EUR** that is estimated as a sum of foreseen unit contributions and eligible reimbursements corresponding to the approved budget of the project with following eligible costs:

ACTIVITIES	VALUE IN EUR
Project Management and Implementation / Dissemination and Use of Projects' Results	7.500,00 EUR
Transnational project Meetings	1.910,00 EUR
Results	11.337,00 EUR
R1 – JUST OER Platform & Networking space	1.992,00 EUR
R2 – Develop model for U/SME collaboration	3.060,00 EUR
R3 – Training development and Test & Validation with 300 participants	4.128,00 EUR
R4 – JUST Implementation Suite	2.157,00 EUR
<b>TOTAL</b>	<b>20.747,00 EUR</b>

Regulations regarding the allocation of the costs, as well as the supporting documentation for each of the budget voices are defined by the **Annex III “Financial and contractual rules”** that is an integral part of the contract.

For reporting of sustained costs, each expenditure has to be documented and registered in the Partner organization accountancy and has to be proved by the documentation as foreseen in **Annex III “Financial and contractual rules”**.

Final amount of total eligible costs for each Partner will be based on real numbers of implementation and actually incurred costs accompanied with correct justification documents.

In case of different distribution of the activities among partners during the project implementation, the budget will be redefined according to the new tasks.

## Article 5

### Project coordination and internal communication

The partner agrees to fulfil the activities assigned by the coordinator. The coordinator, in collaboration with the work package leaders, will regularly prepare the action plan throughout the whole project duration, therefore assuring that all the activities will be performed on time and with consistency to quality and financial requirements.

In order to ensure efficient internal communication regarding the project implementation, both parties have to nominate a Responsible for the project implementation and a Contact person, in case if different, indicating their contact details. Both parties have to inform each other, if these persons change during the project period.

Communications regarding essential information, that can change this agreement or cause modifications of the project, has to be sent in written form to all indicated contacts.

The Partner has to inform the Coordinator immediately of any change likely to affect or delay the implementation of the Project of which the Partner is aware.

The Partner has to inform the Coordinator immediately of any change in its legal, financial, technical, organisational or ownership situation and of any change in its name, address or legal representative, that has to be communicated further to the Slovenian National Agency CMEPIUS.

The Coordinator will be the intermediary for all communications between the Partners and the Slovenian National agency CMEPIUS.

## Article 6

### Participation in project reporting

According to the Convention signed with the Slovenian National Agency CMEPIUS, the partnership has to respect following reporting time schedule:

Report n°	Period of interest	Deadline
Progress report	01.01.2022 – 30.04.2022	15.05.2022
Intermediate report	01.01.2022 – 31.03.2023	15.04.2023
Final report	01.01.2022 – 30.06.2024	31.07.2024

The partner agrees that the coordinator takes full responsibility of correct administrative and financial reporting to the national agency CMEPIUS.

It is however of partners duty to send correct documentation and activities reports on time, as agreed with project coordinator.

The partner fully acknowledges that all the activities in the project will be carried out by his own staff except for those specifically provided for the Exceptional costs as set out in Annex I, Part I – Budget.

The partner agrees that the coordinator does not take any responsibility if agreed activities are not performed by the partner, except force majeure. Vice versus partner does not take over the responsibility if it has correctly accomplished all agreed activities, but the coordinator failed to fulfil its responsibility toward CMEPIUS national agency for any reason, except force majeure.

## Article 7

### Internal project reporting

The partner will report to the project coordinator on the performed activities using the relevant reporting documentation, provided by the coordinator, and including description and quantitative data of implemented activities as well as the costs sustained in the given period of the project, accompanied with justification documents indicated by project coordinator.

The timeframe and deadlines for the reporting are as follows:

Report n°	Period of reporting	Deadline for submission of the report
Project report nr. 1	01.01.2022 – 30.04.2022	15.05.2022
Project report nr. 2	01.05.2022 – 31.10.2022	15.10.2022
Project report nr. 3	01.11.2022 – 31.03.2023	15.04.2023
Project report nr. 4	01.04.2023 – 31.08.2023	15.09.2023
Project report nr. 5	01.09.2023 – 31.01.2024	15.02.2023
Project report nr. 6	01.02.2024 – 30.06.2024	15.07.2024

The coordinator will check all the reports sent by the partner within 10 working days from the receipt of all the necessary reporting documentation. If needed, the coordinator has the right to request from partner additional explanations and modifications of the reports.

## Article 8

### Financing and Payments

The Contractor commits himself to carrying out payments, less any expenditure incurred on behalf of the Partner, relating to the subject matter of this contract to the Partner according to the achievement of the tasks and according to the following schedule:

First payment:	<b>8.298,80 EUR</b> (representing 40% of the Partner's grant) – within one month after the signature of the current partner contract.
Second payment:	<b>4.149,40 EUR</b> (representing 20% of the Partner's grant) - (approximately February 2023)

	If a partner does not use 70% of the allocated funds within the 1 <sup>st</sup> payment, the 2 <sup>nd</sup> payment will be postponed until the margin of 70% expenditure will be reached.
Third payment	<b>4.149,40 EUR</b> (representing 20% of the Partner's grant) - (approximately February 2024).  If a partner does not use 70% of the allocated funds within the 1 <sup>st</sup> and 2 <sup>nd</sup> payment, the 3 <sup>rd</sup> payment will be postponed until the margin of 70% expenditure will be reached.
Final payment:	up to <b>4.149,40 EUR</b> (20% of the approved budget) - after the approval of the final report and the receipt of balance payment by the Contractor.

Within 30 days from the reception of the Invoice the Coordinator will make a bank transfer on the bank account indicated in the Invoice of the Partner with following information:

Account No (IBAN): SK53 0200 0000 0013 3230 1656;

Name and address of the bank: Všeobecná úverová banka; Kaštielska 2, 821 05 Bratislava 212;

Bank code (SWIFT or BIC code): SUBASKBX

The final payment from the National Agency CMEPIUS to the coordinator is based on the successful approval of the final report and is up to 20% of the total grant.

The Coordinator within 10 days after receiving the confirmation about the conclusion of evaluation of the Final report will inform all Partners about the decisions of the National Agency CMEPIUS.

In case of approval of 100% of reported costs, the Coordinator will invite the Partners to prepare the Invoice/Reimbursement request for the remaining 20% of the Partners sustained and presented costs.

In case of diminution of the approved total costs of the project based on negative evaluation of the project's quality by the National agency CMEPIUS, the lost amount of budget will be proportionally divided among all partners, corresponding to the shared responsibility of all partners about the quality of the project and its outcomes.

The transfer of the due amount to the partner will take place within 30 days from the date when the coordinator receives the payment from National Agency CMEPIUS.

If any of the payments from the National Agency CMEPIUS are by any reason delayed or suspended (e.g. if additional documents or information are required from the partner for the reporting purpose), the coordinator will proceed with the payments to the partner only after receiving the payment from the National Agency CMEPIUS.

Each payment will be only made if partner has completed all the agreed activities and if the costs stated in the reports are eligible and are calculated in accordance to Erasmus+ Programme administrative rules.

The coordination partner and all partners are obliged to follow and respect the rules on financing started in the Grant Agreement nr. 2021-1-SI01-KA220-HED-000029948 and Annex III – Financial and contractual rules defining the financing of the project.

## **Article 9**

### **Rules related to the external communication and EU**

Any communication or publication related to the Project, made by the Partners jointly or individually, including at conferences, seminars or in any information or promotional materials (such as brochures, leaflets, posters, presentations, etc.), shall indicate that the Project has received funding from the Union and shall clearly mark the project logo and the Erasmus+ Programme logo.

When displayed in association with another logo, the Erasmus+ Programme logo must have appropriate prominence.

Any communication or publication related to the Project made by the Partners jointly or individually in any form and using any means, shall indicate that it reflects only the author's view and that the National Agency and the Commission are not responsible for any use that may be made of the information it contains.

## **Article 10**

### **Intellectual property rights**

All Project results can be equally used and disseminated by all project partners during the project and after the project end. Moreover, all educational materials produced under the scope of the Project, shall be made available through the Internet, free of charge and under open licenses.

In terms of the ownership of project results each partner is the author and the single holder of the copyrights of the respective topic and/or result that was created by him.

## **Article 11**

### **Law**

The law of the contract should be the law of Slovenia. All matters that are not covered by the contract shall be governed by the law of Slovenia.

Disputes which cannot be settled by the Parties to the contract in an amicable way shall be settled by a jointly appointed mediator. If no solution is found the Parties shall submit to the jurisdiction of Slovenia.



## **Article 12**

### **Contract**

This contract has been prepared in two originals, one for each party.

It comprises following annexes:

Annex 1: Approved project application form

Annex 2: Financial plan: budget allocations per partners

Annex 3: Financial and contractual rules (Annex III to the Grant Agreement 2021-1-SI01-KA220-HED-000029948)

This contract shall enter into force on signature by both parties and shall remain in force and effect until complete discharge of all activities and obligations.

Any change of this contract must be agreed in written form by both parties.

### **SIGNATURES**

Date:

Date:

Signature of the legal representative  
prof. dr. Borut Rončević, dean at FAM

Signature of the legal representative  
Mgr. Martin Holák, PhD., Director General at  
SBA

STAMP

STAMP

## Application

Programme	Erasmus+
Action Type	KA220-HED - Cooperation partnerships in higher education
Call	2021
Round	Round 1

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## Context

Field	Higher Education
Project Title	Joint University and Small and medium sized enterprises (SME) Training
Project Acronym	JUST

Project Start Date (dd/mm/yyyy)	Project total Duration (Months)	Project End Date (dd/mm/yyyy)	National Agency of the Applicant Organisation	Language used to fill in the form
01-11-2021	30	01-05-2024	SI01 - CMEPIUS "Center Republike Slovenije za mobilnost in evropske programe izobraževanja in usposabljanja"	English

For further details about the available Erasmus+ National Agencies, please consult the following page: [We are here to help](#)

### Protection of Personal Data

Please read our privacy statement to understand how we process and protect [your personal data](#)

## Project Summary

Please provide short answers to the following questions, summarising the information you have provided in the rest of the application form.

Please use full sentences and clear language. In case your project is accepted, the provided summary will be made public by the European Commission and the National Agencies.

### **Background:** Why did you apply for this project? What are the needs you plan to address?

Despite obvious benefits for University/Business Cooperation, the majority of universities and businesses in Europe do not collaborate.

According to the EU Commission report on "State of University-Business Cooperation in EU" 2018, such limited (or lack of) collaboration dramatically reduces:

- labour market relevance of study programmes
- employability of graduates
- ability of universities to produce impactful research.

While lack of resources is often referred to as a barrier to cooperation, academics name bureaucracy and lack time as inhibitors while business identify cultural differences, different management styles and diverging motivations as obstacles.

In such a context, JUST (Joint University/SME Training) will develop innovative tools to broker sustainable and fruitful collaboration between HEIs and SMEs to:

1. develop & deliver labour market-relevant curricula
2. define joint Work Based Learning (WBL) arrangements
3. increase collaboration in career guidance / placement

JUST is fully in line and addresses the following Erasmus+ priorities:

HE Priority 1 "Promote inter-connected higher education systems"

JUST has the objective of strengthening the strategic and structured cooperation between HEIs.

Partners will develop and test an innovative model for enhanced cooperation between universities, and between universities and SMEs (sub-priority A)

The JUST Model builds a blended and virtual collaboration model to jointly develop and deliver curricula and use online platforms for enhanced collaboration in placement and work-based learning

HE Priority 2 "Stimulate innovative learning & teaching practices"

JUST is in line with the objectives of sub-priorities:

(A) JUST develops joint-curricula that are learning-outcome based (following Cedefop guidelines) to better meet the learning needs of students while reducing skills mismatches

(B) partners will develop, test and implement flexible learning pathways for students, thanks to the modular structure of the JUST training that can be delivered online and blended. JUST includes forms of ONLINE ASSESSMENT to validate the acquisition of competences

(C) the JUST training experiments with the concept of microcredentials: partners will use official guidelines/approaches of the EU Commission on microcredentials:

- EU Skills Agenda, Jul. 2020: microcredentials are one of the 12 flagship actions
- EU Education Area by 2025: microcredentials are instrumental to lifelong learning and reach a more diverse group of learners
- Digital Education Action Plan, Sep. 2020: microcredentials lend themselves to digital teaching and learning in HE environment

(D) implementation of transdisciplinary approaches/innovative pedagogies: JUST implement innovative trans-disciplinary collaborative online international learning with HEIs from Slovenia, Italy, Slovakia and Spain cross-teaching and teaching jointly with SMEs from different countries and sectors (ICT, management consulting, finance, innovation)

HE Priority 4 "Reward excellence in learning, teaching & skills development"

JUST model allow universities to involve and train academics in innovative and online pedagogies, including transdisciplinary approaches that involve private sector to develop and deliver new curricula, hence linking education with the local and European SMEs (sub-priority B).

JUST addresses sub-priority C, as it fosters entrepreneurial, open and innovative higher education by promoting learning and teaching partnerships with organisations in the private sector



Horizontal Priority 3 “Address digital transformation through development of digital readiness, resilience, capacity”  
- key topic of JUST training is “digital skills” including “smart working” to meet the challenge of post-pandemic  
- JUST will use the “DigCompFramework 2.1” to develop its model and training (the Belgian partner is a member of the DigComp Community of Practice, facilitated by the EU Commission to update the DigComp Framework in 2021)

**Objectives:** What do you want to achieve by implementing the project?

HEI / SME collaboration is always considered instrumental to realize the “knowledge triangle”, enhance innovation, bridge mismatch between supply & demand for skills and shorten the transition between world of education and world of work.

The university / industry collaboration is often analysed from the perspective of large universities and big corporations. Seldom the analysis or model for university / industry collaboration involves the “micro” level, let it be smaller universities and smaller companies

JUST aims at bridging the gap between the world of education and the world of work, by bringing together Universities (HEIs) and SMEs to develop coherent, relevant and up-to-date curricula, using microcredentials.

To overcome the lack of functional mechanisms to facilitate HEI-SME interaction for joint teaching (development and delivery of training), WBL and placement, JUST will develop innovative operational tools to equip HEIs to broker collaborations with SMEs; the tools will also empower SMEs to understand the value of collaboration with HEIs for the development of skills and competences of the future workforce.

**TARGET GROUPS & NEEDS** are identified

- HEIs institution
- academic staff
- students (18+ yo, m/f equal ratio) approaching transition from education to world of work
- SMEs operating in different segments/sectors

**TARGET GROUP NEED**

**HEIs**

- identify innovative means/tools to engage SMEs
- overcome internal administrative barriers/limitations to cooperate with business
- develop new operational models that entail collaboration with private sector SMEs
- overcome operational and “business” bias to collaborate with HEI
- cooperate with HEIs for career guidance, WBL and placement

**Students:**

- access to more relevant training, also in form of microcredentials, on how to land a first job in a SME and grow professionally
- bridge the transition from world of edu to world of work
- have access to more and better opportunities of Work Based Learning
- access to more “business-informed” curricula, jointly developed and delivered with private sector

**SMEs**

- have tools to collaborate with HEIs to express their skill needs, requirements and preferences
- establish collaboration with HEIs for human capital development, research and innovation
- access to pools of qualified potential employees
- availability of students motivated to undergo research (PhD / Thesis work) and placement (internship)

JUST consortium represents HEIs, the private sector both as individual SMEs and as business/SME development and support agencies and systems. JUST brings together the whole spectrum of entrepreneurship, innovation and competitiveness at both policy and practice levels and the Higher Edu system.

At proposal preparation, partners identified common Needs (N) and related JUST Solutions (S):

Need: upgrade partners’ responsiveness to addressing the higher education and entrepreneurship needs of students, being the HEIs and SMEs more responsive in meeting skills demand

Solution: innovative JUST training and tools, developed jointly and internationally among different HEIs and SMEs

N: update HEI and SME relations and inter-connections

S: innovative model of HEI – SME collaboration that develops more relevant training for students to become meet fast-evolving needs of skills from SMEs. Especially in post-pandemic settings with changing nature of jobs and professions

N: widen their operational horizons to overcome “geographical” isolation and build cross-border HEI/SME collaborations  
S: JUST develops a platform for collaboration and exchange between and among different HEIs and SMEs

N: provide exposure to internal staff (management, teaching, admin) to international expertise and experience in entrepreneurship, interrelation and international collaboration

S: JUST as an international collaborative project provides a unique opportunity to gain knowledge, practices and experiences from other operational realities of HEI and SME development

### **Implementation: What activities are you going to implement?**

The project is digital by design and makes of ICT and digital communication:

- (part of the) training topics
- internal and external communication means (between partners and between partners and stakeholders)

JUST will develop innovative tools to broker sustainable and fruitful collaboration between HEIs and SMEs for the development and delivery of labour market-relevant curricula; definition of joint Work Based Learning (WBL) arrangements; increased collaboration in career guidance and placement

To do so, the design of the project follows a staged approach methodology, meaning that each task of each PR is instrumental to plan, develop and implement the following

1) the JUST OER platform represent the digital “library” and online identity of the project, repository of news, relevant trends, online community of practice, and most importantly, all Project Results developed by partners. The OER platform assures also for JUST mainstreaming and visibility at international level. The platform will be in multilanguage version and will NOT require log in credentials from users so as to maximise its accessibility and ease of use

2) once JUST’s online identity is settled up, partners will kickstart the mapping activity of interesting and current collaboration models between the private sector (SMEs) and HEIs so to seek for relevant trends and gain inputs and insights to be included in their own model. The Common Methodology developed by Applicant and IHF will allow for consistency of results and reliability of findings. Once partners will finalise the assessment, they will all work on the JUST Cooperation Model embedded with guidelines, checklist, recommended modus operandi

3) upon completion and finalisation of the Cooperation Model, partners will “test” its real-life reliability and usability by leveraging on it for the definition of a new hybrid training curricula targeted at HE students.

The training is highly innovative because it includes the participation of professionals and consultants. In that sense, students can benefit from a training that is tailored on skills and competences highly demanded by the labour market, designed in first person by employers and SMEs’ management

>HEIs can enhance the provision of their educational offer, better preparing their students for the labour market

>SMEs can contribute to the nurturing of future talents, talents from which they can benefit once they will transfer to the labour market

>students can better equip themselves with the skills, competences and knowledge demanded by employers and managers

The reliability, consistency and pedagogical accuracy of the training material will be validated thanks to an in-depth and international scale piloting phase that will take 12 months and will involve (at least) 300 students. The validation plan developed by PR’s leader will assure for common testing methodology, gathering and process of feedbacks. Based on students’ feedbacks, partner will ultimate the finetuning of the training

The way in which partners envisioned the validation phase is very innovative being the result of a cross-functional approach:

- Classroom delivery at university with visiting lecturers from private sector (from M14 to M20 and M23 to M27, in conjunction with traditional academic semesters)
- Classroom delivery at enterprises with university teaching staff accompanying (work-based learning; field trip; job shadowing; research/thesis work, etc.)
- Virtual delivery with cross-border teaching exchanges between HEIs and SMEs from the different countries (i.e. the Spanish SME teaching in Slovak HEI)

Lastly, partners will consolidate set of guidelines to mainstream and facilitate the replicability of the JUST beyond the formal timeline, the project and partnership itself. The scope of this PR is triggering a “multiplier affect” across the EU ecosystem of HE, employability, social and economic inclusion, and inspire other local networks of HEIs and SMEs in doing the same

### **Results: What project results and other outcomes do you expect your project to have?**

JUST main results are described in the relevant sections of this e-Form, namely in the sections devoted to intellectual outputs and multiplier events. Yet, JUST project results will not be reduced to those: the main project results will be visible also and especially at the level of direct and indirect beneficiaries and at the level of participating organizations.

Moreover, JUST will produce both tangible and intangible results:

#### INTANGIBLE RESULTS

- >> Increased intermediation and collaboration between HEIs and SMEs for curricula design and delivery, carer guidance, placement and Work Based Learning
- >> Improved participation of SMEs in academic life, thanks to enhanced collaboration with HEIs
- >> Augmented relevance of HE at systemic level for its socio-economic role in the local communities, in social and economic life
- >> Enhanced professional paths for the students that will undertake the joint-developed and delivered JUST curriculum
- >> Increased international competitiveness of the partner organisations thanks to the networking effect of the JUST project that will establish working collaborations among organisations from different domains, sectors and countries
- >> Improved project management and inter-cultural communication competences among the implementation teams of the partner organizations.

#### TANGIBLE RESULTS

- PR1 JUST OER Platform & Networking space
- PR2 JUST Model for HEI-SMEs collaboration: mapping and assessment of trends and dynamics
- PR3 JUST Multilanguage Tool-Kit + test and validation w/ 300 HE students
- PR4 JUST Implementation Suite and Green Paper

#### Multiplier Events

- >> Each ME will provide impact and sustainability to project results
- >> Project Management Plan that will be produced at preparation stage
- >> JUST Dissemination Strategy / Plan
- >> JUST Quality Assurance Plan
- >> JUST Corporate Stationery, comprised of template documents to provide a unique visual interface to internal and external communications, including the project logo
- >> Project Specific Documents and Templates (internal monitoring reports, feed-back questionnaires, contracts/agreements between Applicant and Partners)
- >> Transnational meeting kits that will be developed by the hosting organisation in anticipation and preparation for the project meetings. The Kits are personalized folders with all documents used and shared during the joint works sessions, feed-back questionnaires, meeting agenda and other useful information such as logistics, practical info
- >> Transnational meeting reports and minutes

The JUST tools and curricula will be available in 5 language versions, allowing the project to produce sustainable impact beyond its lifetime. Thanks to the mainstreaming guidelines, JUST will produce sustainable and durable impact at systemic level: other HEIs, SMEs and intermediaries/associations of SMEs will be able to access and use for FREE and without ANY RESTRICTION the JUST operational tools and training resources. This allows the scalability and replicability of JUST in diverse operational settings and environment to bring closer together the world of education and the world of work

## Applicant organisation

OID	Legal name	Country	Region	City	Website
E10212220	Fakulteta za medije	Slovenia		Ljubljana	<a href="http://www.fame.si">www.fame.si</a>

## Partner organisations

OID	Legal name	Country	Region	City	Website
E10116828	RRA SEVERNE PRIMORSKE REGIJSKA RAZVOJNA AGENCIJA DOO NOVA GORICA	Slovenia		NOVA GORICA	<a href="http://www.rra-sp.si">www.rra-sp.si</a>
E10209121	UNIVERSIDAD DE MALAGA	Spain	Andalucía	MALAGA	<a href="http://www.uma.es">www.uma.es</a>
E10123183	INTERNET WEB SOLUTIONS SL	Spain	Andalucía	MALAGA	<a href="http://www.internetwebsolutions.es">www.internetwebsolutions.es</a>
E10208853	UNIVERSITA DEGLI STUDI GABRIELE D'ANNUNZIO DI CHIETI-PESCARA	Italy		CHIETI	<a href="http://www.unich.it">www.unich.it</a>
E10211467	IDP SAS DI GIANCARLO COSTANTINO (ITALIAN DEVELOPMENT PARTNERS)	Italy		PESCARA	<a href="http://www.idpeuropa.com">www.idpeuropa.com</a>
E10208633	UNIVERZITA KOMENSKÉHO V BRATISLAVE	Slovakia	Bratislavský kraj	BRATISLAVA	<a href="http://www.uniba.sk">http://www.uniba.sk</a>
E10209215	SLOVAK BUSINESS AGENCY	Slovakia	Bratislavský kraj	BRATISLAVA - STARE MESTO	<a href="http://www.sbagency.sk">www.sbagency.sk</a>
E10010821	INSTITUT DE HAUTE FORMATION AUX POLITIQUES COMMUNAUTAIRES	Belgium	Région de Bruxelles-Capitale/Brussels Hoofdstedelijk Gewest	BRUXELLES	

## Budget Summary

### Project Budget Summary

Project Management and Implementation (EUR)	75 000
Transnational Project Meetings	13 595
Project Results (EUR)	230 344
Multiplier Events (EUR)	23 000
Total grant (EUR)	341 939

### Transnational Project Meetings

Meeting ID	Meeting Title	N° of Participants	Grant (EUR)
1	KICK OFF ON LINE MEETING - JUST PROJECT	10	0
2	TPM2 - JUST PROJECT	10	4 600
3	TPM3 ON LINE - JUST PROJECT	10	0
4	TPM4 - JUST PROJECT	10	4 970
5	CLOSING MEETING - JUST PROJECT	10	4 025
Total		50	13 595

## Project Results

Result ID	Output Title	Category Of Staff	N° of Working Days	Grant (EUR)
1	Project Results Details (1)	Teachers/Trainers/Researchers	18	2 466
1	Project Results Details (1)	Technicians	12	1 224
1	Project Results Details (1)	Teachers/Trainers/Researchers	18	2 466
1	Project Results Details (1)	Technicians	12	1 224
1	Project Results Details (1)	Teachers/Trainers/Researchers	18	2 466
1	Project Results Details (1)	Technicians	12	1 224
1	Project Results Details (1)	Teachers/Trainers/Researchers	46	6 302
1	Project Results Details (1)	Technicians	46	4 692
1	Project Results Details (1)	Teachers/Trainers/Researchers	18	3 852
1	Project Results Details (1)	Technicians	12	1 944
1	Project Results Details (1)	Teachers/Trainers/Researchers	18	3 852
1	Project Results Details (1)	Technicians	12	1 944
1	Project Results Details (1)	Teachers/Trainers/Researchers	18	1 332
1	Project Results Details (1)	Technicians	12	660
1	Project Results Details (1)	Teachers/Trainers/Researchers	18	1 332
1	Project Results Details (1)	Technicians	12	660
1	Project Results Details (1)	Teachers/Trainers/Researchers	18	3 852
1	Project Results Details (1)	Technicians	15	2 430
2	Project Results Details (2)	Teachers/Trainers/Researchers	35	4 795
2	Project Results Details (2)	Technicians	35	3 570
2	Project Results Details (2)	Teachers/Trainers/Researchers	25	3 425
2	Project Results Details (2)	Technicians	22	2 244
2	Project Results Details (2)	Teachers/Trainers/Researchers	25	3 425
2	Project Results Details (2)	Technicians	22	2 244
2	Project Results Details (2)	Teachers/Trainers/Researchers	25	3 425
2	Project Results Details (2)	Technicians	22	2 244
2	Project Results Details (2)	Teachers/Trainers/Researchers	25	5 350
2	Project Results Details (2)	Technicians	22	3 564
2	Project Results Details (2)	Teachers/Trainers/Researchers	25	5 350
2	Project Results Details (2)	Technicians	22	3 564
2	Project Results Details (2)	Teachers/Trainers/Researchers	25	1 850
2	Project Results Details (2)	Technicians	22	1 210
2	Project Results Details (2)	Teachers/Trainers/Researchers	25	1 850
2	Project Results Details (2)	Technicians	22	1 210
2	Project Results Details (2)	Teachers/Trainers/Researchers	25	5 350
2	Project Results Details (2)	Technicians	22	3 564
3	Project Results Details (3)	Teachers/Trainers/Researchers	48	6 576
3	Project Results Details (3)	Technicians	48	4 896
3	Project Results Details (3)	Teachers/Trainers/Researchers	48	6 576
3	Project Results Details (3)	Technicians	48	4 896
3	Project Results Details (3)	Teachers/Trainers/Researchers	42	5 754
3	Project Results Details (3)	Technicians	42	4 284
3	Project Results Details (3)	Teachers/Trainers/Researchers	25	3 425
3	Project Results Details (3)	Technicians	25	2 550
3	Project Results Details (3)	Teachers/Trainers/Researchers	42	8 988
3	Project Results Details (3)	Technicians	42	6 804
3	Project Results Details (3)	Teachers/Trainers/Researchers	25	5 350
3	Project Results Details (3)	Technicians	25	4 050



3	Project Results Details (3)	Teachers/Trainers/Researchers	55	4 070
3	Project Results Details (3)	Technicians	55	3 025
3	Project Results Details (3)	Teachers/Trainers/Researchers	32	2 368
3	Project Results Details (3)	Technicians	32	1 760
3	Project Results Details (3)	Teachers/Trainers/Researchers	32	6 848
3	Project Results Details (3)	Technicians	32	5 184
4	Project Results Details (4)	Teachers/Trainers/Researchers	18	2 466
4	Project Results Details (4)	Technicians	22	2 244
4	Project Results Details (4)	Teachers/Trainers/Researchers	25	3 425
4	Project Results Details (4)	Technicians	25	2 550
4	Project Results Details (4)	Teachers/Trainers/Researchers	18	2 466
4	Project Results Details (4)	Technicians	15	1 530
4	Project Results Details (4)	Teachers/Trainers/Researchers	15	2 055
4	Project Results Details (4)	Technicians	15	1 530
4	Project Results Details (4)	Teachers/Trainers/Researchers	15	3 210
4	Project Results Details (4)	Technicians	15	2 430
4	Project Results Details (4)	Teachers/Trainers/Researchers	18	3 852
4	Project Results Details (4)	Technicians	15	2 430
4	Project Results Details (4)	Teachers/Trainers/Researchers	18	1 332
4	Project Results Details (4)	Technicians	15	825
4	Project Results Details (4)	Teachers/Trainers/Researchers	18	1 332
4	Project Results Details (4)	Technicians	15	825
4	Project Results Details (4)	Teachers/Trainers/Researchers	18	3 852
4	Project Results Details (4)	Technicians	15	2 430
Total			1794	230 344

## Multiplier Events

Event ID	Event Title	Country of Venue	Local Participants	Foreign Participants	Virtual Participants	Grant (EUR)
1	JUST Project Multiplier Event -Collaboration between HEIs and SMEs: results and findings from the JUST project	Slovenia	40	0	0	4 000
2	Enhancing HEI - SME interaction: Evidences from the JUST project	Slovenia	30	0	0	3 000
3	Exploiting and mainstreaming the JUST cooperation model: results and finding from the project	Spain	30	0	0	3 000
4	Overcome the lack of functional mechanisms to facilitate HEI-SME interaction	Italy	20	0	0	2 000
5	Labour Makers, Private Sector and Higher Education: discussion the opportunities to sustain a convergence of interests	Italy	20	0	0	2 000
6	JUST Project Multiplier Event - what lessons learning form the JUST project?	Slovakia	60	0	0	6 000
7	International Roundtable on SMEs and HEIs alliance: enhancing collaboration practices and boosting students' employability.	Belgium	0	15	0	3 000
Total			200	15	0	23 000

## Budget per Participating Organisation

### Fakulteta za medije (E10212220 - Slovenia)

Project Management and Implementation (EUR)	15 000
Transnational Project Meetings	2 300
Project Results (EUR)	28 237
Multiplier Events (EUR)	4 000
Total grant (EUR)	49 537

### RRA SEVERNE PRIMORSKE REGIJSKA RAZVOJNA AGENCIJA DOO NOVA GORICA (E10116828 - Slovenia)

Project Management and Implementation (EUR)	7 500
Transnational Project Meetings	1 150
Project Results (EUR)	26 806
Multiplier Events (EUR)	3 000
Total grant (EUR)	38 456

### UNIVERSIDAD DE MALAGA (E10209121 - Spain)

Project Management and Implementation (EUR)	7 500
Transnational Project Meetings	1 150
Project Results (EUR)	23 393
Multiplier Events (EUR)	3 000
Total grant (EUR)	35 043

### INTERNET WEB SOLUTIONS SL (E10123183 - Spain)

Project Management and Implementation (EUR)	7 500
Transnational Project Meetings	1 150
Project Results (EUR)	26 223
Total grant (EUR)	34 873

### UNIVERSITA DEGLI STUDI GABRIELE D'ANNUNZIO DI CHIETI-PESCARA (E10208853 - Italy)

Project Management and Implementation (EUR)	7 500
Transnational Project Meetings	1 150
Project Results (EUR)	36 142
Multiplier Events (EUR)	2 000
Total grant (EUR)	46 792

### IDP SAS DI GIANCARLO COSTANTINO (ITALIAN DEVELOPMENT PARTNERS) (E10211467 - Italy)

Project Management and Implementation (EUR)	7 500
Transnational Project Meetings	1 150
Project Results (EUR)	30 392
Multiplier Events (EUR)	2 000
Total grant (EUR)	41 042

### UNIVERZITA KOMENSKÉHO V BRATISLAVE (E10208633 - Slovakia)

Project Management and Implementation (EUR)	7 500
Transnational Project Meetings	1 910
Project Results (EUR)	14 304



Multiplier Events (EUR)	6 000
Total grant (EUR)	29 714

**SLOVAK BUSINESS AGENCY (E10209215 - Slovakia)**

Project Management and Implementation (EUR)	7 500
Transnational Project Meetings	1 910
Project Results (EUR)	11 337
Total grant (EUR)	20 747

**INSTITUT DE HAUTE FORMATION AUX POLITIQUES COMMUNAUTAIRES (E10010821 - Belgium)**

Project Management and Implementation (EUR)	7 500
Transnational Project Meetings	1 725
Project Results (EUR)	33 510
Multiplier Events (EUR)	3 000
Total grant (EUR)	45 735

## Timetable

Note that transnational project meetings, production of project results, multiplier events and learning, teaching and training activities will be listed in this table automatically once you have created them in the dedicated section of the form. You can create other relevant activities that do not receive specific support but are funded by the Project Management and Implementation grant and add them to the table.

ID	Activity Type	Starting period	End of Period	Activity Title
1	Project Results	02-2024	04-2024	JUST Implementation Suite
2	Multiplier Event	03-2024	03-2024	JUST Project Multiplier Event -Collaboration between HEIs and SMEs: results and findings from the JUST project
3	Multiplier Event	03-2024	03-2024	Enhancing HEI - SME interaction: Evidences from the JUST project
4	Multiplier Event	03-2024	03-2024	Exploiting and mainstreaming the JUST cooperation model: results and finding from the project
5	Multiplier Event	04-2024	04-2024	Overcome the lack of functional mechanisms to facilitate HEI-SME interaction
6	Multiplier Event	04-2024	04-2024	Labour Makers, Private Sector and Higher Education: discussion the opportunities to sustain a convergence of interests
7	Multiplier Event	04-2024	04-2024	JUST Project Multiplier Event - what lessons learning form the JUST project?
8	Multiplier Event	04-2024	04-2024	International Roundtable on SMEs and HEIs alliance: enhancing collaboration practices and boosting students' employability.
9	Project Results	05-2022	04-2024	Training development and Test & Validation with 300 targets
10	Project Results	11-2021	04-2024	JUST OER Platform & Networking space
11	Project Results	11-2021	07-2022	Develop the model for U/SME collaboration
12	Transnational Project Meeting	2021-11	2021-11	KICK OFF ON LINE MEETING - JUST PROJECT
13	Transnational Project Meeting	2022-05	2022-05	TPM2 - JUST PROJECT
14	Transnational Project Meeting	2022-12	2022-12	TPM3 ON LINE - JUST PROJECT
15	Transnational Project Meeting	2023-09	2023-09	TPM4 - JUST PROJECT
16	Transnational Project Meeting	2024-04	2024-04	CLOSING MEETING - JUST PROJECT

## Other Relevant Activities in the Timetable

Do you want to add other relevant activities not yet included in the timetable and that do not receive a specific grant but can be funded from the Project Management and Implementation grant?

No

## Participating Organisations

To complete this section, you will need your organisation's identification number (OID). Since 2019, the Organisation ID has replaced the Participant Identification Code (PIC) as unique identifier for actions managed by the Erasmus+ National Agencies.

**If your organisation has previously participated in Erasmus+ with a PIC number, an OID has been assigned to it automatically. In that case, you must not register your organisation again.** Follow this link to find the OID that has been assigned to your PIC: [Organisation Registration System](#)

You can also visit the same page to register a new organisation that never had a PIC or an OID, or to update existing information about your organisation.

### Fakulteta za medije (E10212220 - Slovenia)

Applicant organisation OID	Legal name	Country
E10212220	Fakulteta za medije	Slovenia

#### Applicant details

Legal name	Fakulteta za medije
Country	Slovenia
Region	
City	Ljubljana
Website	www.fame.si

#### Profile

Type of Organisation	Higher education institution (tertiary level)
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#### Accreditation

Accreditation Type	Accreditation Reference
Erasmus Charter for Higher Education	261208-EPP-1-2014-1-SI-EPPKA3-ECHE
Erasmus Charter for Higher Education	101014561

## Background and experience

Please briefly present the organisation/group (e.g. its type, scope of work, areas of activity and if applicable, approximate number of paid/unpaid staff, learners and members of the group)

Faculty of Media is a relatively young Higher Education Institution. Seeing its mission as offering students diverse, attractive, and innovative study programs, presenting good foundations for a successful career in different professional fields, the Faculty has a clear developmental vision grounded in the successful development of both pedagogical and research/scientific work in the fields of Media, Communication and Journalism. Faculty's academic staff represents a winning combination of experienced practitioners and expert research analysts in the field of media, communication, industry and politics. Grounded in modern learning approaches which use information and communication technologies that enable interactive student-teacher-industry co-operation, education at the Faculty of Media aims to form integrally educated media professionals who are able to move easily within the different horizons of the media world. Faculty of Media has full accreditation for BA and MA courses as well as for doctoral studies. Currently, it has 78 students and 36 members of academic staff.

In the last years, Faculty of Media's main research topic was focused on the media literacy and it was implemented by the "Infrastructural program- collecting, managing and archiving data on media literacy", financed by the Slovenian Research Agency. The project is dedicated to collecting data, analysing trends and indicators about media literacy in Slovenia throughout a longer period of time. The data collected in this program will be essential for the analysis of media literacy in Slovenia and will enable comparative positioning in the European and global environment.

Faculty of Media has a rich experience with projects both at national and international levels with different stakeholders, including collaboration with universities and (non)profit institutions. Until now FAM has successfully implemented international mobilities with partners from different EU countries. In the year 2019 it started to cooperate with non-EU partners with support of the Erasmus+ KA107 programme. As a result, Faculty of Media is strongly oriented toward establishing cooperation with institutions from different local and world-regions.

Faculty of Media is experienced in managing EU funded projects. It is committed to take responsibility for the quality in all aspects of organization, coordination and implementation of the project. In 2020 FAM gained two Jean Monnet projects - JM Chair and JM Module and moreover won a project with a international consortium on the Transnational Danube Programme (project Media Observatory). Therefore, FAM strengthened its project office to offer excellent support in managing international projects, while the researchers are active on developing and carrying on all project activities.

What are the activities and experience of the organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project?

FAM has a good evidence of research on development and triple helix actors' engagement process. The Faculty is maintaining continuous research and education cooperation with the business community. It has a successful track record in the development of research alliances with industry and other external organisations and has successfully commercialised research. The faculty cooperates with many strategic partners in order to develop modern, applicative and development-oriented projects from various interdisciplinary areas (media, ICT, social science, etc.). Due to its principal competence in the field of media and development of innovative forms of education for businesses and public administration, FAM will contribute substantially to the development of strategic dialogue by providing access to researchers from academia and industry to increase SME competencies, capacities and capabilities to improve their enterprises' competitiveness.

Victor Cepoi

is a researcher and member of academic staff at Faculty of Media. He received his PhD in 2018 at SASS on the topic of Regional Innovation Performance in the European Union. He has been teaching on BA and MA levels since 2013 on topics related to the EU. His research interests include: European regional development, innovation performance in the EU, social capital and research methodologies, thus resulting in publication on these topics.

He was engaged in several international projects. These include two Interreg Danube Programme projects: High-performance Computing for Effective Innovation in the Danube Region (InnoHPC) and Fostering Innovation in the Danube Region through Knowledge Engineering and IPR Management (KnowING IPR). Additionally, the assistant was engaged in several projects co-financed by Erasmus+ programme: Enabling SMEs to gain competitive advantage from the use of HPC, Boosting Innovation in Curricula Development of IT Programs in Palestine and Designstem: integrated design + STEM education.

Sabina Mešić

is a doctoral candidate and faculty instructor at the Faculty of Media in Ljubljana. She is currently investigating media education and its connection to social inequality, while pursuing a double PhD at the Faculty of Media and the University of Groningen, where she received her Master's diploma in Euroculture: Politics Society and Culture. Her research interests include cultural narratives, social inequality, media literacy and legal frameworks. She is currently involved in two EU projects, the Jean Monnet MELI Module and Interreg MELIA Observatory Project, as well as a national research project called Infrastructure Project: Media Literacy.

Anja Dular

is a specialist in management and project management of EU-funded projects. This includes financial management and reporting. She currently provides administrative support for several projects in the frame of the following programmes: Danube Transnational Programme - 2 projects; Erasmus+ KA3 Jean Monnet Activities: Chair – 1 project, Module – 1 project; Erasmus+ KA2 - Cooperation for innovation and the exchange of good practices, KA203 - Strategic Partnerships for higher education 1 project. She has also recently supported several Projects, e.g: Danube Transnational Programme; Erasmus+ KA2 - Cooperation for innovation and the exchange of good practices, KA202 - Strategic Partnerships for vocational education and training; Erasmus+ KA3 – Jean Monnet Activities –Chair, Centres of Excellence; Erasmus+ KA2 Higher Education - International Capacity Building; Erasmus+ KA2 Cooperation and Innovation for Good Practices - Knowledge Alliances for higher education.

Action Type	As Applicant		As Partner or Consortium Member	
	Number of project applications	Number of granted projects	Number of project applications	Number of granted projects
Higher education student and staff mobility (KA103 OLD)	1	1	0	0
Strategic Partnerships for higher education (KA203)	0	0	1	0
Higher education student and staff mobility between Programme and Partner countries (KA107)	1	1	0	0
Higher education student and staff mobility within programme countries (KA103)	6	6	0	0

☒ I understand and agree that the National Agency can use the information it has about my organisation's previous participation to assess my organisation's capacity to implement activities under this application.

## Partner Organisations

Partner organisation OID	Legal name	Country
E10116828	RRA SEVERNE PRIMORSKE REGIJSKA RAZVOJNA AGENCIJA DOO NOVA GORICA	Slovenia
E10209121	UNIVERSIDAD DE MALAGA	Spain
E10123183	INTERNET WEB SOLUTIONS SL	Spain
E10208853	UNIVERSITA DEGLI STUDI GABRIELE D'ANNUNZIO DI CHIETI-PESCARA	Italy
E10211467	IDP SAS DI GIANCARLO COSTANTINO (ITALIAN DEVELOPMENT PARTNERS)	Italy
E10208633	UNIVERZITA KOMENSKÉHO V BRATISLAVE	Slovakia
E10209215	SLOVAK BUSINESS AGENCY	Slovakia
E10010821	INSTITUT DE HAUTE FORMATION AUX POLITIQUES COMMUNAUTAIRES	Belgium

### RRA SEVERNE PRIMORSKE REGIJSKA RAZVOJNA AGENCIJA DOO NOVA GORICA (E10116828 - Slovenia)

#### Partner organisation details

Legal name	RRA SEVERNE PRIMORSKE REGIJSKA RAZVOJNA AGENCIJA DOO NOVA GORICA
Country	Slovenia
Region	
City	NOVA GORICA
Website	www.rra-sp.si

#### Profile

Type of Organisation	Regional Public body
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## Background and experience

Please briefly present the organisation/group (e.g. its type, scope of work, areas of activity and if applicable, approximate number of paid/unpaid staff, learners and members of the group).

RDA of Northern Primorska Ltd Nova Gorica has been established in order to unite all local, regional and national potentials and to realise development projects financed with national and international resources.

Its task is to identify the needs in economic and social environment and to stimulate regional development.

The RDA's goal is to earn recognition in the local, regional, national and international environment as a development agency, which strives for harmonised development of the region. In co-operation with the inhabitants we will realise goals we have set and build quality life for the inhabitants of the region.

Currently there are 11 employees in 5 different fields of work:

- Centre for Human Resources Development, which takes care of the permanent development of human resources in order to increase the competitive position of companies and employment of inhabitants;
- Local Business Centre stimulates development in SMEs and promotes innovative activities including new technologies in the field of wine trade as well as electronic components;
- Department for Regional Development and International Cooperation, which takes care of sustainable development in Goriška statistical region;
- Project Office, which takes care of constant information to all target groups and Department for Countryside Development which encourages the development of the countryside, seeks partnerships for implementation of developmental initiatives and takes care of the preparation and implementation of local developmental strategies.

The premisses are equipped according to the needs of the personell, each office has internet connection, phone, printer.

What are the activities and experience of the organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project?

RDA was established in 1999 to identify the needs in the economic and social environment and to stimulate regional development. Since then, we participated in more than 150 national, cross border and transnational projects.

RDA has a variety of experience in the field of cultural heritage, sustainability and acts as a connector between public bodies, institutions, and stakeholders. In the past years we implemented numerous projects in the field of cultural heritage. We establish a cooperation with the Institute for Cultural Heritage in Nova Gorica which is responsible for the preservation, preservation and inclusion of heritage in tourism, as well as various other institutions, such as municipalities, museums, development agencies and tourist organizations.

Our development efforts are directed towards the integration of all forms of cultural heritage and the entire cultural wealth of the region into the tourist offer, as well as strengthening the identity and self-confidence of the region.

Jasmina Nikić: Skilled project manager with more than 10 years of experience in EU funding projects (implementation, reporting), active in the field of regional development and part of the team preparing the Regional Development Plan 2021-2027 (Economic Development Chapter)

Greti Manfreda: Skilled project manager with experience in EU funding projects (implementation, reporting), active in the field of regional development and part of the team preparing the Regional Development Plan 2021-2027 (Tourism Development Chapter)

Silva Knez: Skilled project manager with experience in EU funding projects (implementation, reporting), active in the field of regional development and part of the team preparing the Regional Development Plan 2021-2027 (Economic Development Chapter)



Action Type		As Applicant		As Partner or Consortium Member	
		Number of project applications	Number of granted projects	Number of project applications	Number of granted projects
Strategic Partnerships addressing more than one field (KA200)	1	0	2	0	
Strategic Partnerships for vocational education and training (KA202)	1	0	10	1	
Strategic Partnerships for adult education (KA204)	0	0	2	0	
Strategic Partnerships for youth (KA205)	0	0	7	0	
Partnerships for Digital Education Readiness (KA226)	1	0	0	0	

☒ I understand and agree that the National Agency can use the information it has about my organisation's previous participation to assess my organisation's capacity to implement activities under this application.

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**UNIVERSIDAD DE MALAGA (E10209121 - Spain)****Partner organisation details**

Legal name	UNIVERSIDAD DE MALAGA
Country	Spain
Region	Andalucía
City	MALAGA
Website	www.uma.es

**Profile**

Type of Organisation	Higher education institution (tertiary level)
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**Accreditation**

Accreditation Type	Accreditation Reference
Erasmus Charter for Higher Education	E MALAGA01
Erasmus Charter for Higher Education	E MALAGA01

## Background and experience

Please briefly present the organisation/group (e.g. its type, scope of work, areas of activity and if applicable, approximate number of paid/unpaid staff, learners and members of the group).

The University of Malaga (UMA) is one of Spain's premiere institutions of higher education (world ranking Webometrics: 496) [2019]. Since its foundation back in 1972, UMA has rapidly expanded its international presence and prestige. Currently, UMA has 2 campuses (1.797.247 m<sup>2</sup>), +35,700 students, +2,500 professors, +1900 administrative staff, 23 faculties and schools, 82 departments, 200 educational programmes (incl. 68 undergraduate, 75 master and 34 PhD), 309 research groups, research projects (425 national / 150 EU) and +1,800 business contacts. Regarding international relations, UMA has bilateral agreements with +945 universities from all over the world with +1,500 incoming and +1,100 outgoing exchange students per year and +100 incoming and +200 outgoing exchange staff per year. UMA participates actively in international, national and regional as well as privately-funded programmes, all of them managed by the Office of International Affairs and Cooperation. UMA is member of +100 networks and associations. UMA stimulates educational innovation and research by boosting the quality of its professors and research groups through their participation in international research projects -managed by Research Results Transference Office (OTRI) - with the support and sponsorship of enterprises from local TechPark (PTA). The university has a dedicated career center which fosters the employability of students and young researchers by offering a wide services portfolio including academic and professional counselling, paid internships and fellowships.

UMA meets the following quality standards: EFQM 200, EFQM 300, ISO 9001, ISO 14001.

UMA is also part of the "Andalucia Tech" Campus of Excellence.

UMA, as truly real entrepreneurial University, is provided with a Vice rectorate of Social Innovation and Entrepreneurship which connects the business world with the university. It manages three issues: student internship programmes in local business and organizations, work orientation and employment, helping companies or organizations that need qualified personnel with university professionals who are in search of employment and entrepreneurship, for this Service advises those people with an entrepreneurial attitudes and concerns to shape their ideas and bring them to a feasible project.

UMA has a large and relevant experience in the field of promoting entrepreneurship, for example, with the spin-off program started in the 90s, will conduct these activities:

- Develop formal entrepreneurship education enhanced by the project results and being a 'real' testbed for the dissemination of it. The topic "Entrepreneurship" of the Faculty of Social Sciences and Work is taught in English and will participate in the project.
- Providing real experiential learning opportunities in the University incubator. The UMA has a facility called The Green Ray, an incubator space for enhancing entrepreneurship hosting projects and start-ups.
- Conducting research on students attitudes towards entrepreneurship and experiential learning.

What are the activities and experience of the organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project?

The UMA's team includes some heads and managers with a large experience in European and international projects, as well as in subjects and areas connected with this project

Ana Maria Castillo-Clavero (role of coordinator) is College Professor on Business Organization. In her stage as Director of Cooperation for five years she organized about 24 doctoral and postgraduate programs of UMA in Latin America and the Magreb. She coordinates the Erasmus+ OER-Crafts project (2015-2017), the ARTCademy project (2018-2020) and currently the FairFood project (2020-2022). She has been the head manager of the MBA degree for 10 years, and she has participated in many competitive research projects. Castillo's research interests include knowledge economy, female entrepreneurship, labour relations based on ICT, innovation, HRM, knowledge management, CS. She has published more than fifteen books and 30 chapters of books and recently, two new books have been launched in the collection "For Dummies" entitled New Management for Dummies (2015) and Innovative Leadership for Dummies (2016).

Eva Maria Sánchez Teba is teacher/researcher in the Economics and Business Faculty where she teaches management, business administration and team management in bachelor and master degrees.

Her main lines of research are smart cities, social responsible and innovative territories, strategic management, business ethics, gender equality and CSR. She has large managing experience, having been formerly Councillor of Environment in the City hall board of the municipality of Malaga and councillor for accessibility. She has a strong relationship with all the areas of the City of Málaga involved in training, entrepreneurship, , employment, and with other social entities of the city, particularly, professional and entrepreneurship associations such as the Businesses Confederation of Malaga. She has reached the accreditation for a doctor contracted position.

Carmen Jambrino-Maldonado is College Professor on Marketing Research. She has been the managing director of the research team "Marketing for SMEs" of Malaga University. Carmen has been the coordinator of a postgraduate studies and the Doctoral programme "Research and Marketing". She teaches Strategic Marketing and Communication and now is the coordinator of Innovative Educational project. Carmen had had some research periods in the University of Miami, University of Leeds and University of Sheffield. Her research interests are focused on open innovation, female entrepreneurship, strategies of fundraising, spin-offs and collaborative

María Jesús Carrasco-Santos is Associate Professor on Marketing and is the Erasmus coordinator at the in the Faculty of Tourism for 5 European Universities. She had had some research periods in the University of Guarda in Portugal, also in

Coimbra sharing investigations about personal skills and emotional intelligence. Her research interests are focused on female entrepreneurship, WOM and service quality, also innovation in Tourism Products, as Dark Tourism and communication strategies learning.

Francisca García Lopera is associate professor of Applied Economics at the Faculty of Economic and Business. She studies models and other techniques applied to the financing of both public and private institutions. She has held various positions of academic management, coordination and participation in several courses, concerning to entrepreneurship, social economy and new technologies. Currently, she is vice-dean for Students' Affairs in the Faculty of Economics. She is a professor responsible for the design and coordination of the MOOC in financial education, "Keys of Financial Education for Citizenship", produced by the UMA. Garcia's research interests include: education and financial inclusion, organizational commitment and financial education and the sustainable development goals (SDGs) and entrepreneurship, among others.

Action Type	As Applicant		As Partner or Consortium Member	
	Number of project applications	Number of granted projects	Number of project applications	Number of granted projects
Higher education student and staff mobility (KA103 OLD)	1	1	0	0
Adult education staff mobility (KA104)	2	2	2	1
Strategic Partnerships for school education (KA201)	5	2	14	5
Strategic Partnerships for vocational education and training (KA202)	10	4	18	3
Strategic Partnerships for higher education (KA203)	12	1	41	12
Strategic Partnerships for adult education (KA204)	8	4	10	5
Strategic Partnerships for youth (KA205)	1	0	10	1
Higher education student and staff mobility between Programme and Partner countries (KA107)	6	5	3	3
Higher education student and staff mobility within programme countries (KA103)	6	6	3	3
Partnerships for Digital Education Readiness (KA226)	3	1	4	0
Partnerships for Creativity (KA227)	1	0	1	1

☒ I understand and agree that the National Agency can use the information it has about my organisation's previous participation to assess my organisation's capacity to implement activities under this application.

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**INTERNET WEB SOLUTIONS SL (E10123183 - Spain)****Partner organisation details**

Legal name	INTERNET WEB SOLUTIONS SL
Country	Spain
Region	Andalucía
City	MALAGA
Website	www.internetwebsolutions.es

**Profile**

Type of Organisation	Small and medium sized enterprise
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## Background and experience

Please briefly present the organisation/group (e.g. its type, scope of work, areas of activity and if applicable, approximate number of paid/unpaid staff, learners and members of the group).

Internet Web Solutions (IWS) is a leading provider of information technology (IT) and engineering services based in Málaga, Spain. IWS business plan has received the finalist award from the City of Madrid in the National Business Competition sponsored by IdeCesem Business School. IWS specialises in domains like Professional Web Design, Web Development, Software Development, E-Commerce Solutions, E-learning projects and SEO strategies. IWS also provides online marketing solutions and quality translation services for international large corporations as well as SMEs in various sectors of the economy. IWS provides high-tech, custom and quality web design, Outsourced Web Development and Software Development services with latest and emerging Web Technologies, in particular PHP, Java Script, Ajax and newest DHTML IT languages.

IWS mission is to make IT technology much more accessible to general and specialized public by committing to accessibility using W3C validation tools and AAA compliance. IWS's core competencies include:

- > Systems Engineering and Systems Integration
- > Object-Oriented and Client/Server Software Development
- > Advanced and Large-Scale Database Development
- > Seo research and strategies implementation
- > Systems and Database Administration
- > Software Process Improvement Consulting
- > Systems Analysis and Business Process Re-engineering
- > Elearning platform engineering
- > Current market areas include:
  - > Engineering and reselling of advanced elearning platforms for Local Learning Association and at EU level.
  - > Developing and managing high-end and large-scale database solutions for Business purposes.
  - > Developing advanced data analysis solutions and visualization tools in support of Reselling and Management Companies.

What are the activities and experience of the organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project?

IWS engineers and integrates advanced, high capacity and multi-purpose IT management softwares.

Since its beginning Internet Web Solutions has been providing IT consulting services to major national and local firms and it has a large experience in managing software development activities and large-scale system vision/design.

IWS is the technological partner of the Consortium. IWS will contribute to all Project Results, with a special focus on the technological aspects (tools, solutions, grid, etc). IWS will lead the development of the online ICT platform and ICT enabled and supported learning solutions. IWS will leverage its extensive experience in Internet design but also marketing approaches through the use of innovative technologies and solutions. IWS' staff members have consolidated technology and operational experience that will be mobilised for the proper implementation of the project. The financial management will be carried out by the experience accountant that IWS uses to manage internal financing and for audits – in full compliance with the reporting and financial management guidelines of the EU.

The skills and/or expertise of the key persons of this project are the following:

### 1) FRANCISCO JOSE GUIJAS DELGADO AGUILERA (Analyst rogrammer/Technical worker)

Graduated in Mathematics from UMA (University of Málaga) and completed intensive courses in Advanced Programming at the Forman Center of Malaga.

Key technical competences: 25 + years of experience in Hypertext Markup Language (HTML); Javascript; Cascading Style Sheets (CSS); Hypertext Preprocessor (PHP); Mysql database administration; Asynchronous JavaScript And XML (AJAX); Graphic design and manipulation; Search Engine Optimization: 25+ years experience in HTML, CSS, JavaScript, PHP, MySQL, SEO, Francisco is one of IWS Co-founder and he will participate in the Project as specialized analyst programmer. He has a wide and proven experience in developing systems based business process engineering, elearning platform engineering and software development in general. Recently he has become a Qualified Individual in the Google Advertising Professionals program, and he is an expert in Seo research and strategies implementation. Lately, he has developed and designed more than 30 eLearning platforms for social applications of elearning methodologies, where contents are edited and updated automatically by the client according to students' needs. Moreover, Mr. Guijas has a great understanding of modelling as he has actively participated in more than 100+ project developing algorithms of various applications: i.e. browsing systems, directories, online ecommerce, CRM.

### 2) ROBERTA ALBERTAZZI (Web Designer/Manager)

Graduated in Translation and Interpreting from SSLiMIT (University of Bologna) and completed intensive courses in Advanced Web Designing. Ms. Albertazzi has multiple years of direct experience in Hypertext Markup Language (HTML); Javascript; Cascading Style Sheets (CSS); Hypertext Preprocessor (PHP); Mysql database administration; Graphic design

and manipulation. Roberta is one of IWS Co-founder and she will participate in the Project as specialized web designer as well as Project Manager.

Relevant experience with similar projects/activities

Mrs. Albertazzi is a technical expert in webdesign. She has a wide and proven experience in developing corporate and goal oriented websites, elearning platforms and directories.

Recently she has become a Qualified Individual in the Google Advertising Professionals program. She actively participated in the development of more than 30 eLearning platforms for social applications of elearning methodologies where contents are edited and updated automatically by the client. Elearning platforms are extremely effective and easy to use.

Moreover, Roberta Albertazzi has developed more than 100+ website projects with a special focus on education and content dissemination: blogs, online ecommerce platforms, corporate websites.



Action Type	Number of project applications	As Applicant		As Partner or Consortium Member	
		Number of granted projects	Number of project applications	Number of granted projects	Number of project applications
School education staff mobility (KA101)	1	0	0	0	0
Strategic Partnerships addressing more than one field (KA200)	0	0	2	1	
Strategic Partnerships for vocational education and training (KA202)	0	0	75	18	
Strategic Partnerships for higher education (KA203)	0	0	16	5	
Strategic Partnerships for adult education (KA204)	1	0	37	10	
Strategic Partnerships for youth (KA205)	0	0	10	0	
Partnerships for Digital Education Readiness (KA226)	0	0	7	1	
Partnerships for Creativity (KA227)	1	1	3	1	

☒ I understand and agree that the National Agency can use the information it has about my organisation's previous participation to assess my organisation's capacity to implement activities under this application.

**UNIVERSITA DEGLI STUDI GABRIELE D'ANNUNZIO DI CHIETI-PESCARA (E10208853 - Italy)****Partner organisation details**

Legal name	UNIVERSITA DEGLI STUDI GABRIELE D'ANNUNZIO DI CHIETI-PESCARA
Country	Italy
Region	
City	CHIETI
Website	www.unich.it

**Profile**

Type of Organisation	Higher education institution (tertiary level)
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**Accreditation**

Accreditation Type	Accreditation Reference
Erasmus Charter for Higher Education	I CHIETI01
Erasmus Charter for Higher Education	I CHIETI01

## Background and experience

Please briefly present the organisation/group (e.g. its type, scope of work, areas of activity and if applicable, approximate number of paid/unpaid staff, learners and members of the group).

The 'Gabriele d'Annunzio' University, established in 1965 as a 'Libera Università', became state-owned in 1982. UDA offers 1st and 2nd cycle courses, PhD courses and also post-graduate courses including I and II level Master's Programmes, Specialisation schools and Specialist training courses.

About 36.000 students are currently enrolled at UDA.

Scientific research and Internationalization are of utmost importance at Uda. We take part, as both coordinator and partner in many national, European and international research and Erasmus+ projects.

The two Campuses are: Chieti, the registered address and operating headquarters, also the seat of the Rector and the General Directorate and Pescara.

Located within an urban and metropolitan setting characterised by a high degree of hospitality and comfort, the Campuses offer high-standard facilities, laboratories, and libraries, as well as recreational and sport areas.

Today, UDA comprises 14 Departments, 5 of which are organised under the School of Medicine and Health Sciences and 2 under the School of Economics, Business, Legal and Sociological Sciences.

The Department of Neuroscience, Imaging and Clinical Sciences (DNISC) is an interdisciplinary department that has received an excellence award from the Italian Ministry of Universities and Research. DNISC brings together researchers from diverse backgrounds with a common interest in imaging including the development of new data acquisition and analysis methods and applications to clinical research.

DNISC's vision is to continue to be one of the first academic realities in Italy in the integration between imaging technologies, advanced data analysis methods, psychology, neuroscience and medicine through its commitment to research and training based on rigorous scientific methods and interdisciplinarity.

The DNISC's primary mission is to constantly generate new knowledge by contributing with its studies and research to the advancement of the frontier of scientific knowledge in the fields of neuroscience, imaging, psychology, medicine and health. To this end, the DNISC incorporates scientific knowledge developed through its research activity into its teaching activities for the benefit of students' learning and performance, according to the principle of "Research-led teaching" (Trowler & Wareham, 2008). In this way, DNISC decisively contributes to the creation of tomorrow's new talents.

Furthermore, the DNISC supports the transfer of scientific knowledge to favor the cultural, civil and economic progress of the society and the territory.

The Department's tenured academics and researchers come from diverse areas including Physics, Medicine, Physiology, Psychology and Economics, and are involved in interdisciplinary projects with a common goal: to increase our understanding of human biology and in particular the brain, using advanced imaging techniques, some of which have been developed within the Department. To this end, the Department is closely integrated with the Institute of Advanced Biomedical Technologies and the Centre for Research and Advanced Technologies, two university research centres dedicated to imaging and translational medicine respectively.

The Department carries out high-impact scientific research, the majority of which involves collaboration with international universities and research centres. Key projects include:

Development of novel instrumentation that combines difference imaging techniques, for example, magnetoencephalography and magnetic resonance imaging, including methods for the analysis of acquired data.

Clinical diagnosis through non-invasive techniques, with a particular focus on pre-surgical investigations.

The study of molecular changes that affect the stem cells responsible for the growth and maintenance of muscle mass in astronauts during their stays aboard the international space station.

Neuro-economics, involving the investigation of cerebral processes around social and economic decision making.

What are the activities and experience of the organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project?

In the Department is present the Behavioral Economics and Neuroeconomics Group (BeLab) that was created to investigate the perceptual, cognitive and behavioral mechanisms involved in a complex decision making process. BeLab operates within the section of Behavioral Economics and Neuroeconomics at the Department of Neuroscience, Imaging and Clinical Sciences and it is located at Center for Advanced Studies and Technologies (CAST).

Specifically, through the collaboration between people with different areas of expertise, at BeLab we seek to build a bridge between the achievement of scientific results and the use that these results for individuals, for organizations and for the society. To this aim, we work to transform principles of economics, behavioral sciences and psychology into quantitative models to understand, predict and modify suboptimal decision patterns.

Furthermore, we have a more general interest in the theoretical advancement about normative and descriptive principles of this new emerging discipline.

BeLab deals with methodological research in order to refine and increase validity of the results obtained through the use of implicit experimental protocols and tools borrowed from basic neuroscientific research.

The Just program may help UDA bridging the gap between the world of education and the world of work, by bringing together Universities and Enterprises for the development of coherent, relevant and up-to-date curricula, using the model of microcredentials.

Action Type	As Applicant		As Partner or Consortium Member	
	Number of project applications	Number of granted projects	Number of project applications	Number of granted projects
Higher education student and staff mobility (KA103 OLD)	1	1	0	0
Strategic Partnerships for school education (KA201)	1	0	2	0
Strategic Partnerships for vocational education and training (KA202)	0	0	2	1
Strategic Partnerships for higher education (KA203)	7	2	10	3
Strategic Partnerships for adult education (KA204)	0	0	3	1
Strategic Partnerships for youth (KA205)	4	0	3	0
Higher education student and staff mobility between Programme and Partner countries (KA107)	5	2	0	0
Higher education student and staff mobility within programme countries (KA103)	6	6	0	0
Partnerships for Digital Education Readiness (KA226)	1	0	2	1

☒ I understand and agree that the National Agency can use the information it has about my organisation's previous participation to assess my organisation's capacity to implement activities under this application.

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**IDP SAS DI GIANCARLO COSTANTINO (ITALIAN DEVELOPMENT PARTNERS) (E10211467 - Italy)****Partner organisation details**

Legal name	IDP SAS DI GIANCARLO COSTANTINO (ITALIAN DEVELOPMENT PARTNERS)
Country	Italy
Region	
City	PESCARA
Website	www.idpeuropa.com

**Profile**

Type of Organisation	Small and medium sized enterprise
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## Background and experience

Please briefly present the organisation/group (e.g. its type, scope of work, areas of activity and if applicable, approximate number of paid/unpaid staff, learners and members of the group).

IDP in brief:

- Italian SME with 25+ years of international experience
- Educational provider of highly specialised training in formal and non-formal VET and Adult Education since 1999:
  - a. trained more than 3.500 (young) professionals with more than 120 courses, 8.500 hours of face to face training delivered in English, Italian and French
  - b. since 1999, held 43 editions of MasterClass on entrepreneurial development in the frame of EU policies and programmes
  - c. in the last 7 years, developed 40+ courses and modules in the frame of Erasmus and H2020 projects, validated with more than 350 target groups.
- Providing services on entrepreneurship, management, internationalization, EU funding
- 12 staff and 20 external experts, multilingual staff, all included in the payroll
- Proven track record in financial management, quality assurance and project management: more than 40 projects managed in the last 7 years
- Reliable international standing: service provider for EU Commission, United Nations, OIF

IDP is recognised as an international practitioner in the field of Education and Training as mentioned by the OCED "Skills Strategy Diagnostic Report: Italy" of 2017 (pag. 107)  
[www.oecd.org/skills/nationalskillsstrategies/Diagnostic-report-Italy.pdf](http://www.oecd.org/skills/nationalskillsstrategies/Diagnostic-report-Italy.pdf)

IDP is a founding member and member of the Board of the Innovalley INCUBATOR, Pescara (Italy) -incorporated April 2021: key participant in the innovation and entrepreneurship ecosystem at local and national level. This experience further reinforces the capacity of IDP's as expert in entrepreneurship.

In 2021, IDP was selected by Pescara Municipality on a competitive basis to manage the official EU Information Point for the greater metropolitan area of Pescara (250,000 inhabitants). In this capacity, IDP is responsible for the development, delivery and management of awareness campaigns for local authority officials, enterprises, citizens; training events for specific target groups; capacity building initiatives for local authorities and public sector stakeholders on European integration.

### EDUCATION AND TRAINING:

IDP is a provider of formal and non-formal VET and Adult Education since 1999: IDP develops and implements specialised educational courses on EU Affairs (EU Institutions, policies and funding programmes, etc), Project Management and Entrepreneurship, soft skills, social responsibility and active citizenship, environmental protection and awareness to:

1. PUBLIC SECTOR: the EU Commission (through competitive tender), the United Nations, International Labour Organisation, Organisation Internationale de la Francophonie; several local and regional authorities
2. EDUCATION AND RESEARCH: Politecnico di Torino, Università Cattolica del S. Cuore, Milan; Università degli Studi Federico II, Naples, and more.
3. PRIVATE SECTOR: tailored technical assistance to SMEs in various economic sectors to build international and EU partnerships, with focus on entrepreneurship, financial instruments, competitiveness, internationalization.
4. CIVIL SOCIETY: IDP is very active in the field of socio-economic integration and works widely with the Third Sector across EU on a wide range of issues (employability, M&E, entrepreneurship and EU integration)

SPECIFIC TO THE PROJECT: IDP developed significant experience in the topic of JUST proposal through the participation in a number of projects focusing on Entrepreneurship, Innovation Management and Business Innovation, Skills Empowerment and Competitiveness and targeted both at the world of work and at the world of education -see next box for details-. IDP will contribute to the proposal also by sharing in depth knowledge and material developed in those instances.

PROJECT MANAGEMENT at EU level: IDP gained thorough experience in (International) project management, relevant to the project (see next box for details).

What are the activities and experience of the organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project?

IDP brings to the project its consolidated experience and expertise as a provider of educational services in entrepreneurship, social inclusion, social responsibility and active citizenship, environmental protection and awareness.

Experience relevant to the project refers to three elements:

- experience in education and training;
- technical experience in the field of the project;
- experience in International Project Management.

**A. EDUCATION AND TRAINING:** experience acquired since 1999 in the development and implementation of training to diverse target groups and on several topics,

Having trained more than 3.500 people, developed more than 120 different courses (40+ in the frame of Erasmus and Horizon projects), IDP will share its experience in the definition of training solutions within the project.

**B. THEMATIC EXPERIENCE IN THE FIELD OF THE PROJECT:** the thematic knowledge acquired in the field of JUST proposal especially through the participation in several relevant projects such as

ESSENCE (Enhance Soft Skills to Nurture Competitiveness and Employability), VIBES (Virtual Business Skills Empowerment) and IDEA (Inspiring digital entrepreneurship) targeted at HE students and other relevant projects targeted at SMEs ecosystem, such as MICRO (Enhancing Competitiveness of Microenterprises in Rural Areas).

**C. INTERNATIONAL PROJECT MANAGEMENT:**

Consolidated experience in international project management and reporting, gained in 30 years of experience in large collaborative projects. IDP will collaborate with the Coordinator to ensure smooth implementation and monitoring of the project, sharing tools, templates and practices in all horizontal activities.

All IDP staff members have significant experience in the development, implementation and management of European and international projects focusing on training.

Mrs. GIULIA COSTANTINO: 30 years of experience at EU level in the development and management of transnational projects. Law Degree (1991) and Post-Grad Diploma in International Business Management from Boston University (1999).

Researcher at University of Naples Federico II (2020-2022). Professor of Project Management at University of Bologna, School of Economics (2001-2009); Professional trainer on EU issues and Project management since 1999.

External expert and evaluator for the ESF and EC since 2000 (Erasmus+ EACEA 2013 - 2016; Erasmus +Belgian NA 2016-current; ENPI/ENI MED CBC 2011-2021; ENPI MED CBC Italy-Tunisia, 2010; ESF 2000-2007) and Cooperation projects (PRICES CBC Italy-Bosnia Erzegovina, 2011).

Since 1999 coordinator of specialized training, with the specific responsibility of organising and coordinating more than 700 hrs/year of specialized training for more than 500 attendees per year.

Mr. GIANCARLO COSTANTINO: Law degree University of Ferrara; specialisation in Public Law. More than 40 years of career in the public sector, at regional government level, specifically more than 15 years as chief of cabinet of the President of the Regional Government of Abruzzo region. Negotiator of Structural Funds with the European Commission; head of the Programming and Implementation of Structural Funds dept. Relevant experience in management of large transnational projects, public affairs, public law.

Ms. FRANCESCA DE MARCHI 15 years of experience in management of EU projects, specifically on development and implementation of training solutions in an international environment. MA in "Management of Performing Arts", SDA Bocconi, Milan, (2014) and a BA in "Culture, Arts & Theater" Università Degli Studi Dell'Aquila, (2011).

Mr. RICCARDO DI MARCO: graduated in Economics and Management University G. D'Annunzio Pescara (2019); project assistant in EU and international projects since 2019. Expert in social media marketing, dissemination actions.

Action Type	As Applicant		As Partner or Consortium Member	
	Number of project applications	Number of granted projects	Number of project applications	Number of granted projects
Adult education staff mobility (KA104)	5	0	0	0
Strategic Partnerships for school education (KA201)	0	0	4	1
Strategic Partnerships for vocational education and training (KA202)	1	0	72	22
Strategic Partnerships for higher education (KA203)	0	0	19	5
Strategic Partnerships for adult education (KA204)	0	0	49	15
Strategic Partnerships for youth (KA205)	0	0	3	0
Partnerships for Digital Education Readiness (KA226)	0	0	7	1
Partnerships for Creativity (KA227)	0	0	1	0

☒ I understand and agree that the National Agency can use the information it has about my organisation's previous participation to assess my organisation's capacity to implement activities under this application.



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**UNIVERZITA KOMENSKEHO V BRATISLAVE (E10208633 - Slovakia)****Partner organisation details**

Legal name	UNIVERZITA KOMENSKEHO V BRATISLAVE
Country	Slovakia
Region	Bratislavský kraj
City	BRATISLAVA
Website	<a href="http://www.uniba.sk">http://www.uniba.sk</a>

**Profile**

Type of Organisation	Higher education institution (tertiary level)
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**Accreditation**

Accreditation Type	Accreditation Reference
Erasmus Charter for Higher Education	SK BRATISL02
Erasmus Charter for Higher Education	SK BRATISL02

## Background and experience

Please briefly present the organisation/group (e.g. its type, scope of work, areas of activity and if applicable, approximate number of paid/unpaid staff, learners and members of the group).

Comenius University in Bratislava is the oldest, largest and most prestigious university in Slovakia. In 2019, it celebrated its 100th anniversary. It comprises of thirteen different faculties covering wide range of areas of human knowledge. It has more than 22,000 students at all three levels of study.

The “JUST” project will involve the Faculty of Management, particularly its Department of Strategy and Entrepreneurship. Therefore, the information presented below are relevant for the Department and the Faculty (note: due to great size and variety within the university, the list of EU granted project below contains only the projects (co-)implemented at the Faculty of Management).

Faculty of Management is the most recognized managerial and business school in Slovakia, celebrating its 30th anniversary. Also, it has been several times awarded by Eduniversal Agency as an “Excellent business school”. One of its key focuses is the entrepreneurship research, entrepreneurial education (including practical entrepreneurship training in cooperation with corporations, SMEs and start-ups) and consultancy activities for SMEs. This specific focus is embodied in the existence of the Department of Strategy and Entrepreneurship (the project coordinating body). Department is heavily involved in entrepreneurship research, education and training, and support. It is the national coordinator for Global Entrepreneurship Monitor (GEM) and Global University Entrepreneurial Spirit Students’ Survey (GUESSE) projects, and it is currently involved in one large-scale national research project and two international research projects in the field of entrepreneurship, as well as in many other research activities and initiatives. Department has established its position as an internationally recognized research hub in the field of entrepreneurship. The second, equally important domain is the entrepreneurship education and training. Every year the department educates around three hundred undergraduate and graduate students in various entrepreneurship-related courses, and the practical orientation and collaboration with SMEs is embedded across entire educational offering. Involving the SMEs has several forms, including e.g. guest lectures, developing and solving real-life case studies, working on practical business assignments for SMEs, or mentoring. Also, the department offers practical elective courses where students are expected to develop and implement real microbusiness ideas. Besides its core target audience, the department has been also outreaching towards other communities. For example, it has pioneered cross-disciplinary and cross-generation courses to foster cooperation between diverse groups to enable creation of new projects and ideas. Also, members of the department are regularly providing training and consultancy to potential and nascent entrepreneurs and SMEs in cooperation with the Slovak Business Agency (SBA). The practical dimension of entrepreneurship education and encouragement offerings is reflected not only in practice-based experiential teaching methods, but also in activities of Student Entrepreneurs Club. The Department also closely cooperates with many stakeholders in national and regional entrepreneurial environment. Particularly intense cooperation has been established with the SBA, which is involved in department’s research projects, uses the research outputs and analyses in order to formulate policies and instruments towards SMEs, and involves department members in training and consultancy for SMEs. Other cooperating bodies include e.g. the Ministry of Economy, Young Entrepreneurs Association of Slovakia, the municipality of Bratislava, and several commercial banks. The cooperation is organized around various activities/projects aimed at analysing entrepreneurial activities and environment, as well as development of entrepreneurial skills and management of SMEs.

What are the activities and experience of the organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project?

Cooperation with business sector in general, and SMEs in particular, is strongly embedded in the DNA of the Faculty of Management. Since its establishment as a first modern business school in the country 30 years ago, it has recognized the importance of engaging practitioners in educational programming and delivery, as well as in research. Currently, the collaboration with business includes participation in teaching, extracurricular activities, graduation theses’ topics proposed in cooperation with business sector, Student Entrepreneurs Club, Alumni club or Career centre. In addition, in line with the recent accreditation standards, representatives of business sector are involved in educational programming. Finally, all graduate-level students spend several weeks of their last semester of studies in an internship.

In addition to the modes of cooperation mentioned above, Department of Strategy and Entrepreneurship (DSE) also has a well-established cooperation with business sector, including SMEs, in both education and research. In practically all of its courses in the field of entrepreneurship at undergraduate and graduate levels, it has embedded practical elements including cooperation with entrepreneurs and representatives of business. The courses are well-linked with practice thanks to practice-based teaching methods, guest speakers, visits, case studies, experienced entrepreneurs acting as mentors etc. Department maintains active relationships with various members of entrepreneurial ecosystem. The stream of value of this collaboration has both directions, where both parties receive benefits. Members of the Department are actively involved in training activities for SMEs and would-be entrepreneurs, expert activities and consultations. Finally, as it constantly innovates its educational offering (in terms of individual courses as well as entire study programs), Department has experience in designing and planning of educational units and programs.

Despite the well-established cooperation between the Faculty and business sector, the faculty is constantly seeking further directions to enhance this cooperation, and it is open to all potential opportunities. Also, while in certain modes of

collaboration SMEs are fully involved, some other modes have been merely designed together with large companies, leaving the potential of SME involvement untapped. The JUST project is perfectly aligned with this orientation.

The key persons involved in this project include:

Prof. Anna Pilkova: professor and head of DSE. She has rich experience from business and academia, where she has been teaching courses and running multiple research projects, and she (co)authored tens of scientific and professional publications. She is heavily involved in connecting the education at DSE with business sector and SMEs, with many success cases of good collaboration. She will contribute to developing the model of HEI/SME collaboration, JUST training and JUST Implementation Suite and Policy Paper, and manage the project from a position of a project partner.

Dr. Juraj Mikus: assistant professor at DSE is an early-career entrepreneurship teacher and researcher. He has experience from delivering of several entrepreneurship-related courses, as well as from several research and practice-oriented (consultancy) projects for business sector. He will contribute to all project activities and development of project results.

Prof. Marian Holienka: associate professor at DSE is an experienced entrepreneurship teacher, trainer and researcher. Alumnus of several training programmes for entrepreneurship educators. Country coordinator of GUESSS research project, coordinator of the ENDURANCE project, experienced in multiple national and international research projects, author of tens of publications and teaching materials. He will contribute to developing the model of HEI/SME collaboration, developing JUST training and its delivery.

Action Type	As Applicant		As Partner or Consortium Member	
	Number of project applications	Number of granted projects	Number of project applications	Number of granted projects
Higher education student and staff mobility (KA103 OLD)	1	1	0	0
Adult education staff mobility (KA104)	3	3	0	0
Strategic Partnerships addressing more than one field (KA200)	0	0	2	1
Strategic Partnerships for school education (KA201)	1	0	7	1
Strategic Partnerships for vocational education and training (KA202)	2	1	9	4
Strategic Partnerships for higher education (KA203)	6	4	43	12
Strategic Partnerships for adult education (KA204)	2	2	7	2
Strategic Partnerships for youth (KA205)	1	0	3	1
Higher education student and staff mobility between Programme and Partner countries (KA107)	6	6	0	0
Higher education student and staff mobility within programme countries (KA103)	6	6	2	2
Partnerships for Digital Education Readiness (KA226)	0	0	4	1

☒ I understand and agree that the National Agency can use the information it has about my organisation's previous participation to assess my organisation's capacity to implement activities under this application.

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**SLOVAK BUSINESS AGENCY (E10209215 - Slovakia)****Partner organisation details**

Legal name	SLOVAK BUSINESS AGENCY
Country	Slovakia
Region	Bratislavský kraj
City	BRATISLAVA - STARE MESTO
Website	www.sbagency.sk

**Profile**

Type of Organisation	National Public body
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## Background and experience

Please briefly present the organisation/group (e.g. its type, scope of work, areas of activity and if applicable, approximate number of paid/unpaid staff, learners and members of the group).

Slovak Business Agency (SBA) is the oldest specialized non-profit organization for the support of SMEs in Slovakia. SBA was founded in 1993 by a common initiative of the EU and the Slovak Government. It is the unique platform of public and private sectors supporting the growth of Slovak SMEs for more than 25 years.

SBA is implementing two key national projects aimed on support of SMEs as well as non-entrepreneurs, 1) National Business Centre-Bratislava region & 2) National Business Centre in regions (for 7 self-governing regions outside Bratislava). These centres serve as one-stop-shops, providing comprehensive systematic support and expert consultancy in form of group professional activities like seminars, workshops, etc., as well as short and long-term individual mentoring, thanks to which SBA disposes with a pool of experts and mentors. In the Bratislava centre SBA runs a business incubator & accelerator, as well as a creative point (fablab).

SBA carries out unique research activities related to the SME support and business environment. As a part of these analytical and research activities, SBA operates the Better Regulations Centre, in order to reduce the disproportionate regulatory burden of businesses and an improvement in the business environment in Slovakia. The Better Regulations Centre identifies and analyses barriers of the business development, prepares proposals for their elimination including drafts of legal regulations, prepares proposals for the state politics and strategies and via the Ministry of Economy of the SR, as a patron of SMEs, submits them to the government.

Related reports: Survey of barriers to youth entrepreneurship in SK, Entrepreneurial potential of young people in the SK regions. SBA is involved in Global Entrepreneurship Monitor.

The SBA is also collaborating with the University of Comenius, Faculty of management, on an applied research project DIGICROSSGEN focused on Cross-generational entrepreneurship in Slovakia in the era of digitalization: pragmatic approach.

Moreover, SBA implements a startup programme, and SBA offers financial services, microloans program and venture capital funds.

The team of SBA's International Projects Department situated in Bratislava, has rich experience with the implementation within various EU programs, and also research and analysis conducted within different projects and topics. Our main topics are the support of young entrepreneurs - thanks to which we have good cooperation with the VET providers; innovations, digitalization, social enterprises, circular economy, women entrepreneurship, SK-HU cross border cooperation, and others.

SBA also acts as the partner within another national project Internationalization of SMEs, which is aimed on support for SMEs to enter international markets. Thanks to the membership in Enterprise Europe Network (EEN), SBA helps SMEs to make the most of the European marketplace.

Currently employing more than 250 staff members located in all 8 geographic regions.

What are the activities and experience of the organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project?

SBA has a long history with supporting business innovations and innovative businesses in various domains via its financial and non-financial programmes. Under the currently implemented national project National Business Centre, the Acceleration and Incubation programme are being implemented. The Acceleration Programme, designed for non-entrepreneurs who represent the wide public - is aimed at increasing motivation for creating new business ideas and developing basic entrepreneurial skills. Particularly professional experience of SBA relevant to this project comes from the realization of several projects focused on enhancement of innovative learning approaches for entrepreneurs: Ongoing project Biz4Fun, (Erasmus+) aiming at improving the economic knowledge of young, mostly unexperienced people on the job market in partners' countries. The output will be the 3D virtual world and social game which will engage students with real world scenarios and phenomena. The concept of the game is based on the real start-up company. Ongoing project Game of Business, (Erasmus+) general objective is to adapt the VET curriculum with the newest technological solutions for entrepreneurship training, opening up the VET training for innovative ways of learning and teaching through new technologies and digital content.

Project SAGA for VET (Erasmus+) aimed on the testing dual education in practice. Project was focused on retraining employees from Slovakia for the positions that are in short supply. The training process was made through proven training programmes taken from Germany and Austria.

Project CERlecon (Interreg CENTRAL EUROPE), with objective to increase and improve the skills of employees in the business sector (particularly in start-ups and young SMEs) in CE Member States regarding novel technologies, innovative products, services or processes and social innovation contributing to regional smart specialisation strategies.

Project Around-Me (Erasmus for Young Entrepreneurs), an exchange program for entrepreneurs thanks to which novice entrepreneurs exchange experiences and business ideas with experienced entrepreneurs in another participating program country.

More of the implemented projects were focused on the experiences and best practices exchange with project partners in

order to help the regions to improve existing policy instruments and support schemes with regard to different fields (e.g. social enterprises BRESE, Interreg EUROPE, innovations INNO Industry, Interreg EUROPE, V4 Network on Entrepreneurship, Visegrad Fund; women entrepreneurship WV4, etc.). We are actively dealing with the topics at the local, regional, and national level, bringing together local stakeholders and initiate their joint discussions.

#### KEY PERSONS INVOLVED

Katarína Gavalcová, Head of International Projects Department with several years of experience in managing international projects mainly in the field of innovation, education and eLearning. Currently in charge of the EU ECO-TANDEM project aiming to boost sustainable tourism development through transnational cooperation and knowledge transfer. She is also involved into the Biz4Fun project and BRESE (Interreg Europe Programme). Katarína is also managing the DIGICROSSGEN project in the field of applied research focused on Cross-generational entrepreneurship in Slovakia in the era of digitalization: pragmatic approach that brings to her the insight to the levels of digital transformation in Slovakia and digital skills.

Jarmila Dubrovayová, manager of International Activities, has several years of experience in managing various international projects. Currently she is managing BRESE project, aims to deconstruct barriers, raise awareness and improve business support schemes for Social Enterprises. She is currently working on the implementation of Biz4Fun project (Erasmus+) and Game of Business, (Erasmus+).

Action Type	As Applicant		As Partner or Consortium Member	
	Number of project applications	Number of granted projects	Number of project applications	Number of granted projects
Strategic Partnerships for school education (KA201)	0	0	1	1
Strategic Partnerships for vocational education and training (KA202)	1	0	12	3
Strategic Partnerships for higher education (KA203)	0	0	3	0
Strategic Partnerships for adult education (KA204)	0	0	3	1
Strategic Partnerships for youth (KA205)	0	0	1	0

☒ I understand and agree that the National Agency can use the information it has about my organisation's previous participation to assess my organisation's capacity to implement activities under this application.



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**INSTITUT DE HAUTE FORMATION AUX POLITIQUES COMMUNAUTAIRES (E10010821 - Belgium)****Partner organisation details**

Legal name	INSTITUT DE HAUTE FORMATION AUX POLITIQUES COMMUNAUTAIRES
Country	Belgium
Region	Région de Bruxelles-Capitale/Brussels Hoofdstedelijk Gewest
City	BRUXELLES
Website	

**Profile**

Type of Organisation	Non-governmental organisation/association
Main sector of activity	Other (specify)

## Background and experience

Please briefly present the organisation/group (e.g. its type, scope of work, areas of activity and if applicable, approximate number of paid/unpaid staff, learners and members of the group).

Institut de Haute Formation aux Politiques Communautaires asbl (IHF) is an education/training provider and a think tank established in Brussels in 2003 as a Not for profit organisation to promote awareness and mainstream European values towards diverse audiences: young people, business community and academia, as well as social partners like associations and public administration.

IHF is an EDUCATION AND TRAINING provider active in the formal and non-formal VET and Adult environment. Since 2003, IHF trained in face to face courses more than 5.500 learners within two main areas differentiated by target and by topics:

- Area 1: entrepreneurship, digital and soft skills, ICT and social media marketing and communication for a target of disadvantaged or at risk of marginalisation groups (women, migrants, NEETs, socially and economically disadvantaged, rural or remote communities, second chance);
- Area 2: highly specialised courses and seminars focused on EU Policies and regulation, International Relations and Project Management, promoting the possibility to participate in EU-funded programmes, targeting professionals, public and private companies, young graduates.

Since 2015 IHF holds a 700 hour post grad Master Programme in European Project Management, held in 7 editions until 2020 (currently suspended due to the pandemic).

Besides the institutional training and education activities, in the last 7 years IHF developed 62 courses and contributed to more than 460 in the frame of 40+ Erasmus projects, validating them with more than 450 target groups.

IHF is partner in various mobility projects to host young trainees from different EU Countries. Since 2003 more than 55 interns were hosted in the Brussels office.

As a THINK TANK, IHF carries out research and analysis of European policies, trends and regulations to produce analytical reports relevant to its activities and network of practitioners, as well as a basis for development of updated training solutions.

EUROPEAN DIMENSION: IHF associates approximately 30 members, staff (paid) and volunteers from different EU Countries: all are practitioners in different areas and from different contexts (Academia, NGOs, private sector, public administration) who belong to the "community of practice" of European integration; IHF acts as a platform for exchange of knowledge, generate ideas and publish articles pertaining to issues of socio-economic European integration. Such consolidated international network empowers IHF to contribute to projects with innovative content. IHF is an active member of the DIGCOMP COMMUNITY OF PRACTICE, the working group established by the EU Joint Research Center to revise the European DigComp Framework for educators, providing inputs to the themes of digital competences in education and training and "digital empowerment" for inclusion.

IHF is a truly "European" NGO, English is the working language due to a multinational and multicultural composition.

The MISSION of IHF is to increase awareness about EU integration to three key groups:

1. civil society, with a particular focus on the Third Sector and NGOs, especially at grass root level, such as small associations in the field of socio-economic empowerment and inclusion;
2. public sector, in particular local and regional authorities
3. business community, with emphasis on microenterprises and SMEs, female entrepreneurship, internationalisation opportunities and transnational management

Thanks to its presence in Brussels, IHF developed relevant experience in the organisation of DISSEMINATION AND VALORISATION activities at EU level, through contacts with MEPs, other EU associations and Institutions, stakeholders, consumers groups etc.

IHF coordinated Dissemination activities for more than 40 projects, reaching an average target of 250.000+ (at project level) and 45.000+ (IHF level) per project. Overall participation in Multiplier Events held by IHF totalled 900+ people (target groups and stakeholders).

What are the activities and experience of the organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project?

Relevant experience in two aspects of project implementation: managerial and technical:

MANAGEMENT / HORIZONTAL ASPECTS:

- General Project Management in an international environment

- Financial management
- Impact assessment

Experience in DISSEMINATION AND VALORISATION(details above) IHF will share its expertise in

- defining Dissemination Plan;
- creating, planning and coordinating Dissemination activities at project level, guiding project partners;
- accurately collecting data from partners (through use of specific Dissemination Reporting Tool)
- Planning, monitoring, coordinating internal communication
- Social media campaigns
- Events: planning, organising and coordinating events at EU level; "Guidelines for Event organisation" included in the Dissemination Plan

At proposal preparation stage IHF drafted a Dissemination Plan to be finalised at project inception.

#### TECHNICAL ASPECTS:

Topic wise, IHF developed relevant experience in the field of the project through its participation in several projects and actions, some specifically focused on SMEs innovation and competitiveness, such as DEEP (Digital Entrepreneurship for Employability Paths), AKKU (Regulation of the work ability in small and micro enterprises through multimedia tools), ESMEALD (Enhancing SMEs' Resilience After Lock Down); others aiming at bringing the gap between the world of education and the world of work; among others: EMPLOVET (Employability and Workplace Skills for VET Students), SHIFT (Strengthen HE through Innovative Financial Tools) , TESEUS (Training on Entrepreneurial Skills for EU Start-ups).

EDUCATION AND TRAININGsince 2003 (see above for details):

- Definition of training solutions based on careful needs analysis of target groups and assessment of possible alternatives
- Identification of the most efficient training methods for the specific target
- Selection and development of innovative, modern, interactive tools and techniques to ensure concrete acquisition of skills by participants, both in F2F and on line delivery
- Planning and implementation of Test and Validation actions to finetune educational solutions

#### KEY PERSONS:

Multilingual permanent teams to support the implementation of projects:

DISSEMINATION AND COMMUNICATION TEAM: 3 members: Communication, Dissemination, Graphic design, social media

MANAGEMENT TEAM: 3 members: project and financial management (financial reporting, contracts etc), administrationand general management

#### TECHNICAL TEAM:

Ronald WEERDMEESTER, graduated in Law Rijksuniversiteit Groningen, Certificate Degree in "Information Systems in Organisations", Boston University. Founder of IHF asbl, 30 year experience in development and management of EU projects in the fields of education, entrepreneurship, research, technology and innovation (FP4 to HORIZON 2020, LIFE; LLP to Erasmus Plus).Development of more than 150 successful EU projects. Co-author of multiple visions, roadmaps and strategic research and innovation agendas for sector organisations (chemistry, process industry, bio-economy, water).

Mr. Lorenzo COSTANTINO, 20+ years of international experience gained in EU, USA and Asia. Degree in EU Law, MA in International Economics& International Relations, SAIS - Johns Hopkins University (USA). 14 years as Finance and Private Sector Development Specialist, World Bank.

Chairman or member of several Advisory Groupsof the European Commission in Finance and Private sector development.

Action Type	As Applicant		As Partner or Consortium Member	
	Number of project applications	Number of granted projects	Number of project applications	Number of granted projects
Adult education staff mobility (KA104)	4	2	0	0
Strategic Partnerships addressing more than one field (KA200)	0	0	3	1
Strategic Partnerships for school education (KA201)	0	0	6	1
Strategic Partnerships for vocational education and training (KA202)	0	0	85	22
Strategic Partnerships for higher education (KA203)	0	0	22	5
Strategic Partnerships for adult education (KA204)	0	0	50	14
Strategic Partnerships for youth (KA205)	0	0	10	0
Partnerships for Digital Education Readiness (KA226)	0	0	13	2
Partnerships for Creativity (KA227)	0	0	4	0

☒ I understand and agree that the National Agency can use the information it has about my organisation's previous participation to assess my organisation's capacity to implement activities under this application.



## Project Description

## Priorities and Topics

Please select the most relevant horizontal or sectoral priority according to the objectives of your project.

HE: Stimulating innovative learning and teaching practices

If relevant, please select additional priorities according to the objectives of your project.

HORIZONTAL: Addressing digital transformation through development of digital readiness, resilience and capacity

Please explain how your chosen priorities relate to the aims and objectives of your project.

Despite obvious benefits for University/Business Cooperation, the majority of universities and businesses in Europe do not collaborate.

According to the EU Commission report on "State of University-Business Cooperation in EU" 2018, such limited (or lack of) collaboration dramatically reduces:

- labour market relevance of study programmes
- employability of graduates
- ability of universities to produce impactful research.

While lack of resources is often referred to as a barrier to cooperation, academics name bureaucracy and lack time as inhibitors while business identify cultural differences, different management styles and diverging motivations as obstacles.

In such a context, JUST (Joint University/SME Training) will develop innovative tools to broker sustainable and fruitful collaboration between HEIs and SMEs to:

1. develop & deliver labour market-relevant curricula
2. define joint Work Based Learning (WBL) arrangements
3. increase collaboration in career guidance / placement

JUST is fully in line and addresses the following Erasmus+ priorities:

HE Priority 1 "Promote inter-connected higher education systems"

JUST has the objective of strengthening the strategic and structured cooperation between HEIs.

Partners will develop and test an innovative model for enhanced cooperation between universities, and between universities and SMEs (sub-priority A)

The JUST Model builds a blended and virtual collaboration model to jointly develop and deliver curricula and use online platforms for enhanced collaboration in placement and work-based learning

HE Priority 2 "Stimulate innovative learning & teaching practices"

JUST is in line with the objectives of sub-priorities:

(A) JUST develops joint-curricula that are learning-outcome based (following Cedefop guidelines) to better meet the learning needs of students while reducing skills mismatches

(B) partners will develop, test and implement flexible learning pathways for students, thanks to the modular structure of the JUST training that can be delivered online and blended. JUST includes forms of ONLINE ASSESSMENT to validate the acquisition of competences

(C) the JUST training experiments with the concept of microcredentials: partners will use official guidelines/approaches of the EU Commission on microcredentials:

- EU Skills Agenda, Jul. 2020: microcredentials are one of the 12 flagship actions
- EU Education Area by 2025: microcredentials are instrumental to lifelong learning and reach a more diverse group of learners
- Digital Education Action Plan, Sep. 2020: microcredentials lend themselves to digital teaching and learning in HE environment

(D) implementation of transdisciplinary approaches/innovative pedagogies: JUST implement innovative trans-disciplinary collaborative online international learning with HEIs from Slovenia, Italy, Slovakia and Spain cross-teaching and teaching jointly with SMEs from different countries and sectors (ICT, management consulting, finance, innovation)

HE Priority 4 "Reward excellence in learning, teaching & skills development"

JUST model allow universities to involve and train academics in innovative and online pedagogies, including transdisciplinary approaches that involve private sector to develop and deliver new curricula, hence linking education with the local and European SMEs (sub-priority B).

JUST addresses sub-priority C, as it fosters entrepreneurial, open and innovative higher education by promoting learning

and teaching partnerships with organisations in the private sector

Horizontal Priority 3 “Address digital transformation through development of digital readiness, resilience, capacity”

- key topic of JUST training is “digital skills” including “smart working” to meet the challenge of post-pandemic
- JUST will use the “DigCompFramework 2.1” to develop its model and training (the Belgian partner is a member of the DigComp Community of Practice, facilitated by the EU Commission to update the DigComp Framework in 2021)

Please select up to three topics addressed by your project

- Cooperation between educational institutions and business
- Creating new, innovative or joint curricula or courses
- Micro-credentials

## Project Description

Please explain the context and the concrete objectives of your project.

Despite obvious benefits for University/Business Cooperation, the majority of universities and businesses in Europe do not collaborate.

According to the EU Commission report on “State of University-Business Cooperation in EU” 2018, such limited (or lack of) collaboration dramatically reduces:

- labour market relevance of study programmes
- employability of graduates
- ability of universities to produce impactful research.

While lack of resources is often referred to as a barrier to cooperation, academics name bureaucracy and lack time as inhibitors while business identify cultural differences, different management styles and diverging motivations as obstacles.

In such a context, JUST (Joint University/SME Training) will develop innovative tools to broker sustainable and fruitful collaboration between HEIs and SMEs to:

1. develop & deliver labour market-relevant curricula
2. define joint Work Based Learning (WBL) arrangements
3. increase collaboration in career guidance / placement

JUST is fully in line and addresses the following Erasmus+ priorities:

HE Priority 1 “Promote inter-connected higher education systems”

JUST has the objective of strengthening the strategic and structured cooperation between HEIs.

Partners will develop and test an innovative model for enhanced cooperation between universities, and between universities and SMEs (sub-priority A)

The JUST Model builds a blended and virtual collaboration model to jointly develop and deliver curricula and use online platforms for enhanced collaboration in placement and work-based learning

HE Priority 2 “Stimulate innovative learning & teaching practices”

JUST is in line with the objectives of sub-priorities:

(A) JUST develops joint-curricula that are learning-outcome based (following Cedefop guidelines) to better meet the learning needs of students while reducing skills mismatches

(B) partners will develop, test and implement flexible learning pathways for students, thanks to the modular structure of the JUST training that can be delivered online and blended. JUST includes forms of ONLINE ASSESSMENT to validate the acquisition of competences

(C) the JUST training experiments with the concept of microcredentials: partners will use official guidelines/approaches of the EU Commission on microcredentials:

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(D) implementation of transdisciplinary approaches/innovative pedagogies: JUST implement innovative trans-disciplinary collaborative online international learning with HEIs from Slovenia, Italy, Slovakia and Spain cross-teaching and teaching jointly with SMEs from different countries and sectors (ICT, management consulting, finance, innovation)

HE Priority 4 “Reward excellence in learning, teaching & skills development”

JUST model allow universities to involve and train academics in innovative and online pedagogies, including transdisciplinary approaches that involve private sector to develop and deliver new curricula, hence linking education with the local and European SMEs (sub-priority B).

JUST addresses sub-priority C, as it fosters entrepreneurial, open and innovative higher education by promoting learning and teaching partnerships with organisations in the private sector

Horizontal Priority 3 “Address digital transformation through development of digital readiness, resilience, capacity”

- key topic of JUST training is “digital skills” including “smart working” to meet the challenge of post-pandemic
- JUST will use the “DigCompFramework 2.1” to develop its model and training (the Belgian partner is a member of the DigComp Community of Practice, facilitated by the EU Commission to update the DigComp Framework in 2021)



## How will the project meet the needs of your partnership and those of the target groups?

### NEED OF PARTNERS

JUST consortium represents HEIs, the private sector both as individual SMEs and as business/SME development and support agencies and systems. JUST brings together the whole spectrum of entrepreneurship, innovation and competitiveness at both policy and practice levels and the Higher Education system

At proposal preparation, partners identified common Needs (N) and related JUST Solutions (S):

Need: upgrade partners' responsiveness to addressing the higher education and entrepreneurship needs of students, being the HEIs and SMEs more responsive in meeting skills demand

Solution: innovative JUST training and tools, developed jointly and internationally among different HEIs and SMEs

N: update HEI and SME relations and inter-connections

S: innovative model of HEI – SME collaboration that develops more relevant training for students to become meet fast-changing needs of skills from SMEs. Especially in post-pandemic settings with changing nature of jobs and professions

N: widen their operational horizons to overcome "geographical" isolation and build cross-border HEI/SME collaborations

S: JUST develops a platform for collaboration and exchange between and among different HEIs and SMEs

N: provide exposure to internal staff (management, teaching, admin) to international expertise and experience in entrepreneurship, interrelation and international collaboration

S: JUST as an international collaborative project provides a unique opportunity to gain knowledge, practices and experiences from other operational realities of HEI and SME development

TARGET GROUPS & NEEDS are identified

- HEIs institution

- academic staff

- students (18+ yo, m/f equal ratio) approaching transition from education to world of work

- SMEs operating in different segments/sectors

### TARGET GROUP NEED

#### HEIs

- identify innovative means/tools to engage SMEs

- overcome internal administrative barriers/limitations to cooperate with business

- develop new operational models that entail collaboration with private sector SMEs

- overcome operational and "business" bias to collaborate with HEI

- cooperate with HEIs for career guidance, WBL and placement

#### Students:

- access to more relevant training, also in form of microcredentials, on how to land a first job in a SME and grow professionally

- bridge the transition from world of education to world of work

- have access to more and better opportunities of Work Based Learning

- access to more "business-informed" curricula, jointly developed and delivered with private sector

#### SMEs

- have tools to collaborate with HEIs to express their skill needs, requirements and preferences

- establish collaboration with HEIs for human capital development, research and innovation

- access to pools of qualified potential employees

- availability of students motivated to undergo research (PhD / Thesis work) and placement (internship)

The above needs come from partners' direct experience and are also certified and captured by relevant literature:

"On a Renewed EU Agenda for Higher Education" EU Council

Cooperation with employers allows HEIs to increase relevance of curricula and deliver them effectively

The Agenda asks HEIs to do more to connect with SMEs and calls for HEIs to step-up university-business cooperation

EU Commission "Taking the future into their own hands"

world of education and world of work need to get closer together to advance the acquisition of market-relevant skills & competences

EU Commission "Future of Work: Skills & Resilience for a World of Change" calls for innovative partnership models between the world of education and the world of work (i.e. HEIs and SMEs)

EU Commission "Building Entrepreneurial Mindsets & Skills in the EU" identifies in the lack of structured cooperation between the world of education and world of work a key challenge

No 37/2018 EU Economic & Social Committee, "Skills Mismatches: EU Businesses are Losing Millions, and Will Be Losing Even More"

mismatches observed by the report affect most heavily SMEs and the group of workers in the age 25-45

## Outline the benefits of cooperating with transnational partners to achieve the project objectives.

The result and impact of JUST could not really be achieved in the isolation of a single country: the objective JUST is to develop, implement and validate innovative collaborations and interrelation between Higher Education Institutions (HEI) and Small & Medium Enterprises (SME).

Moreover, JUST addresses issues/needs/challenges that are European, and the solution cannot be found in the isolation

of a national initiative. Moreover, JUST aims at overcoming not only organizational barrier (i.e. the HEI and SME aspects) but also sectoral and geographical barriers. A fully integrated EU ecosystem of a European Education Area and a European Single Market cannot be realized with “national” initiatives, but require European collaborations.

The inherent EU Value Added of the project is in its partnership that also creates synergies between different fields of HEI and SME: the partnership represents large and small HEIs, from large and small countries, from Nordic, southern eastern and central Europe, each providing their different vision, angle and perspective into HEI/SME cooperation and interrelation for joint curriculum development, delivery, WBL.

The transnational dimension of JUST allows the partnership to collaborate on a real European dimension, also realizing complementarities and synergies that would not be otherwise possible in a national context: JUST brings HEI and SME realities from different geographies, representing also the diversity of the EU socio-economic fabric and dynamics.

JUST, thanks to this international collaboration, also embodies the sustainability guidelines of “Horizontal Aspects to be considered” in project design, outlined by the Guide at page 180:

#### JUST is Eco-Friendly

- 1/ Paperless As Much As Possible: we will not print internal documents (Partnership Agreement/Project Plan/Sharing, Promotion & Use Plan/etc.) and documents for training, multiplier events, (we will use digital brochures, training handouts and materials etc.) as much as possible. If printing will be needed, we will try to use recycled paper, low-impact ink
- 2) Green Travel Solutions: partners will, upon availability, travel eco-friendly, for instance preferring shared transport means, trains, bus
- 3) All project activities are eco-sustainable: meetings, training sessions, multiplier events will be plastic free, no printing, in environmentally friendly locations, environmentally friendly catering services, etc.

#### JUST is INCLUSIVE

Our project is about HEI and SME collaboration and we will not discriminate participation on any ground.

All the HEI partners have their internal policies and guidelines for Diversity and Inclusion

IDP has internal guidelines in compliance with stringent Corporate Social Responsibility Standards

IHF has operational Diversity & Inclusion Guidelines drafted on the basis of the UN Declaration of Human Rights

JUST will eliminate barriers and discriminations on the basis of gender, sexual orientation, ethnicity, religion, etc. In addition, JUST is OPEN as all activities and Project Results are open to anyone's participation and access

#### JUST is also DIGITAL

Not only we will develop digital products (the OER Platform, the JUST training and tools are available in digital format), but we are also digital at implementation: digital meetings as much as possible, digital means of communication, digital means of delivery of project result).

IHF, the Belgian partner, has consolidated experience in EU Sustainability & Inclusion policies, and will develop the “JUST Sustainability Guidelines” for all the partners to have a common reference on how to be open, inclusive, digital and sustainable in the various project activities.

At each Project Meeting, partners will host and organize an internal “JUST Sustainability Thematic Seminar” so that partners can present and share practices, experiences, challenges in aspects of Green and/or Inclusive and/or Digital features of implementation

#### What outcomes, including project results when relevant, are expected during the project and on its completion?

JUST main results are described in the relevant sections of this e-Form, namely in the sections devoted to project results and multiplier events. Yet, JUST project results will not be reduced to those: the main project results will be visible also and especially at the level of direct and indirect beneficiaries and at the level of participating organizations.

Moreover, JUST will produce both tangible and intangible results:

#### INTANGIBLE RESULTS

- >> Increased intermediation and collaboration between HEIs and SMEs for curricula design and delivery, carer guidance, placement and Work Based Learning
- >> Improved participation of SMEs in academic life, thanks to enhanced collaboration with HEIs
- >> Augmented relevance of HE at systemic level for its socio-economic role in the local communities, in social and economic life
- >> Enhanced professional paths for the students that will undertake the joint-developed and delivered JUST curriculum
- >> Increased international competitiveness of the partner organisations thanks to the networking effect of the JUST project that will establish working collaborations among organisations from different domains, sectors and countries
- >> Improved project management and inter-cultural communication competences among the implementation teams of the partner organizations.

#### TANGIBLE RESULTS

PR1 JUST OER Platform in multilingual versions

PR2 Univ-SME Interaction: Mapping the ecosystem  
 PR3 JUST Multilanguage Tool-Kit  
 PR JUST Curricula, Test & Validation, Mainstreaming  
 Multiplier Events

- >> Each ME will provide impact and sustainability to project results
- >> Project Management Plan that will be produced at preparation stage
- >> JUST Communication promotion and valorization Strategy / Plan
- >> JUST Quality Assurance Plan
- >> JUST Corporate Stationery, comprised of template documents to provide a unique visual interface to internal and external communications, including the project logo
- >> Project Specific Documents and Templates (internal monitoring reports, feed-back questionnaires, contracts/agreements between Applicant and Partners)
- >> Transnational meeting kits that will be developed by the hosting organisation in anticipation and preparation for the project meetings. The Kits are personalized folders with all documents used and shared during the joint works sessions, feed-back questionnaires, meeting agenda and other useful information such as logistics, practical info;
- >> Transnational meeting reports and minutes.

In what way is the project innovative and/or complementary to other projects already carried out by the participating organisations?

JUST is highly innovative as it develops something that is currently not available, the toolkit to bring closer together HEIs and SMEs for the development and delivery of curricula that allow students to gain skills and competences that are relevant for the market.

Moreover, the greatest innovation of JUST is that develops a comprehensive “suite” of tools for HEIs and SMEs to accompany students throughout the entire path towards employability, specifically, as a result of a more proactive and fruitful collaboration between HEIs and SMEs brokered through the JUST tools, the project partners will develop:

- > Teaching and Learning: JUST will develop innovative curricula (at least 3)
- > Work Based Learning: JUST will include an operationally designed WBL component stemming from the HEI and SME collaboration
- > Career Guidance: the private sector partners will also be able to inform the career guidance mechanisms by providing insights on how informed career choices can be made
- > Placement: as the JUST will also broker arrangements and collaborations for the transition to the world of work of students.

Such a comprehensive and holistic approach (from teaching to placement) is highly innovative as it overcomes the fragmentation of employability paths in the co called “Students’ Journey” in HE.

In addition to the above innovativeness, JUST is highly innovative as:

1. Puts forward innovative multi-actor collaborative mechanisms: JUST partnership brings together HEI, SMEs, business associations/facilitators/intermediaries and the Third Sector (NGOs). This is an innovation in itself: JUST “contaminates” the world of education with the dynamics of the private sector
2. Reversing the trend: JUST is reversing the trend for the definition of employability skills and competences, as it pushes SMEs to break the wall of HE and take responsibility and accountability for providing inputs into the teaching and guidance processes.
3. Multi-disciplinary approach: JUST is highly innovative as it brings together universities, SMEs and associations that represent economic, geographic, thematic and sectoral diversity. This is a great value-adding element that not only generates synergies but also spurs innovation at both process and product levels for the HEI and SME collaboration
4. Operational perspective: JUST is greatly innovative for its pragmatic and operational perspective and approach. Throughout implementation (and actually, since project idea and identification), partners have an operational perspective that aims at producing concrete results to produce impact.
5. Dynamic approach: None of the partners is interested in a project for the sake of “another project”. JUST is a genuine endeavour that aims at producing impact at systemic level.

All partners are greatly committed to making “change happen” in the way the world of education and the world of work communicate, cooperate and work together (or not!).

How did you choose the project partners and what will they bring to the project? Does it involve organisations that have never previously been involved in a EU-funded partnership project?

JUST consolidates a strong partnership comprising 9 Partners from 5 Countries that have been selected on the basis of proper analysis and evaluation to represent diversity in technical and operational approaches towards the collaboration between the world of education and world of work.

JUST represents different realities of Southern, Eastern, and Central EU: this is a great geographical diversity that accompanies also the technical and operational diversity of partners being large/small; urban/rural; public/private/NGO.

Partners have different technical capacities and operational expertise: this generates positive synergies and

complementarities that will create value and impact for JUST, as follows:

The configuration of the partnership reflects the core of the project (bridging the gap between education and the world of work) bringing together top competences of both focuses: education and Innovative SMEs: in 4 Countries (SI, ES, IT, SK) we selected 2 partners representing HEI with an emphasis on entrepreneurship and SME.

One more partner, IHF from Belgium, was selected to widen the geographical scope of the project, conferring a strong EU dimension.

Partners have the staff to guarantee relevant experience and expertise to deliver on the various aspects of the project (analytical, operational, technical and managerial).

Partners have necessary skills and competences to ensure that the work can be implemented efficiently and effectively, on time, on budget.

JUST is cost-effective and allocates appropriate resources to activities based on realistic operational requirements:

1/ HEIs: Applicant, P2, P4, P6 contribute with their expertise on education, specifically on entrepreneurship. Academic partners have a focus on entrepreneurial education and have been part of Erasmus projects on the topic.

2/ The SME representatives bring the experience in SME facilitation and their cohesive integration in the socio-economic fabric of the territory

- P1 RRA Slovenia, P7 Slovak Business Agency have the mission the spreading entrepreneurial spirit, culture and models and contribute linking HEIs with SMEs they represent.

- P5 IDP is a consulting and training SME with 30 years of experience in innovation, management consulting and project financing. Represents the service industry where the skills mismatches among older labor force is more pronounced.

- P3 IWS is a SME and the technological partner, responsible to develop the OER platform.

- P8 IHF based in Brussels will contribute to the project not only as an association of practitioners from the entrepreneurial world, combined with experts in education, but also by widening the scope of the project to include needs, contributions, activities at EU level.

The structure of the partnership ensures that all instances connected to the core of the project: education, students' needs, clear and concrete links with the world of work, involvement of SMEs will be taken into consideration and will contribute to develop a concrete and innovative product for the benefit of HE students and the entrepreneurial world at large.

The structure of the partnership ensures that all instances connected to the core of the project: education, students' needs, clear and concrete links with the world of work, involvement of SMEs will be taken into consideration and will contribute to develop a concrete and innovative product for the benefit of HE students and the entrepreneurial world at large.

The action of partners will be further reinforced by the contribution from associated partners; at the moment several Universities, HE organisations, entrepreneurial associations and groups of practitioners have been recruited as associated partners and the list will further grow during project implementation.

If relevant, please identify and explain the involvement of associated partners, not formally participating in the project. Please explain how they will contribute to the implementation of specific project tasks/activities or support the sharing of project results and the sustainability of the project.

JUST Project benefits from the direct involvement of Associated Partners.

Associated Partners listed below share the vision and ambition of JUST and have committed to activities ranging from Quality Assurance to Dissemination and Exploitation, as follows:

- **QUALITY ASSURANCE:** Associated Partners will function as external peer reviewers providing feedback on the basis of their role as stakeholders of training and socio-economic integration;

- **COMMUNICATION AND PROMOTION:** Associated Partners committed to supporting JUST by providing visibility through their channels and networks (both formal and informal) to project activities and results. In addition to visibility, the engagement of Associated Partners will be crucial to sustain the exploitation of project results, further supporting JUST sustainability and long term impact.

Rijeka Students' Union (Riječka studentska unija) is an association founded with the basic goal of gathering and encouraging students and young people to participate in all spheres of social life, through the organization of various competitions, seminars, forums, socializing, field trips and similar activities. One of its priorities includes improving students' quality of life through closer cooperation with relevant HEIs and SMEs in the area.

DEMOSTENE (Centro Studi per la Promozione dello Sviluppo Umano) is a youth non-governmental, research centre and non-profit organization born in 2014 and committed in education, mobility and international cooperation. DEMOSTENE Centro Studi realizes and promotes different activities at local and European level: mentoring, coaching and guidance

for young people on the process of personal and professional learning to foster the development of social, civic, intercultural competences, media literacy and critical thinking; workshops and seminars, info days on European opportunities and more. DEMOSTENE Centro Studi works in the educational, mobility and vocational field through the currently program Erasmus plus, Europe for citizens and Horizon 2020.

ESSEI asbl (The European Society for Socio Economic Integration) is a Brussels based NGO established in 2016 by a group of practitioners in the field of International Relations, European Affairs and Social Sciences. ESSEI's mission is to promote European integration through information, awareness and capacity building activities: in doing this, ESSEI also carries out research and analysis of socio-economic trends influencing the process of European integration. Since its inception, ESSEI has been active in producing policy analysis in a range of topics related to the various facets and implications of EU policies in the sphere of education and training for growth, employment and competitiveness.

CDI (Community Development Institute) is a Non-Governmental Organization that works on building economic developed, democratically integrated and multi-ethnic society through strengthening the capacities of individuals, organizations and institutions. The CDI's experience is based on 25 years work within the community, addressing citizens' problems and needs and helping in overcoming challenges.

## Participants

Please briefly describe how you will select and involve participants (e.g. learners, staff, etc.) in the different activities of your project.

The first category of participants is represented by the senior and the junior staff of each organisation: they will be the one leading the project activities from the technical, organisational, administrative and operative perspective. Each member will have the opportunity to contribute proactively to the project so to greatly empower his/her competences on the fields directly related to the proposal, and also with reference to International Project Management

The other category is represented by targets, groups of interest and stakeholders. They are further classified in:

INTERL TARGETS, directly addressed and impacted by the project:

A) the ultimate beneficiaries of the proposal – internal staff of SMEs (management and employees), HEIs and HE students

B) the non-formal/formal education and training support system – as further recipients of JUST's deliverables and targets of communication and promotion

C) the employability support system – as further recipient of JUST's deliverables and targets of communication and promotion

-Consultants

-trainers and coaches

-HR experts

-employers

-Chambers of Commerce

D) Associated partners

E) Public authorities on 4 institutional dimensions:

-local

-regional

-national

-EU/Int.

EXTERNAL TARGETS, mainly representing external groups of interest in a broader sense:

F) Traditional media

-press

-TV and radio broadcasters

G) third sector associations, groups of interest (e.g. Students Associations)

The aforementioned groups are considered as high-value targets for communication, promotion, outreach and exploitation of JUST. Based on that, they will be engaged through several means:

>> ONLINE COMMUNICATION

-JUST OER Platform and Community of Practice

-E+ Projects Results Platform

-EPALE

-Press releases

-social media

-email marketing and newsletters

-proactive engagement of online communities dedicated to HEI, training and education, employability

>> OFFLINE COMMUNICATION

-traditional media

-workshops and roundtables

-talks

-MEs; 8 Multiplier Events for a total of 215 participants coming all from very different operational settings (public, third and private sector, HE, employability, etc.)

Because of their nature, Multiplier events lead at the same time 2 very important project's priorities:

1. communication and promotion at international scale

2. nurturing and strengthening JUST's impacts and exploitation opportunities among relevant targets

Partners will engage a cohort of audience representing the multiple facets of JUST and strategically relevant for project's impacts: coaches and consultants for employability, researchers and academics, private and public sector representatives, third sector and groups of interest, business associations, employability support system

The aforementioned targets and stakeholders will be also proactively involved in pivotal moments of JUST' development:

PR2 – In order to enrich the knowledge gathered in PR2, partner will welcome the inputs provided informally by the representatives of B, C, D, E as valuable contributions coming from real-life and experienced-based scenarios

PR3 – in the first half (the development of the training); A, B, C, D will provide informal feedbacks for even greater



pedagogical accuracy. Precious insights will come from the analysis of feedbacks and satisfaction forms from HE students assessed at the end of piloting phase, as formal beneficiaries of training modules and PR3

About the EU level engagement (i.e. members of the EU parliaments, members of the EESC, etc), the presence of IHF represents certainly a strategic resource for the consortium. Expert in the domain of EU policies and strategies, IHF has a proved experience in communication and promotion: in the sole timespan of 2019/2020, the Belgian NGO lead former "DISSEMINATION" activities in more than 30 international consortia – assuring for great outreach and visibility. Based in Brussels since 2004, IHF is the direct outlet for JUST results to the heart of EU institutions.

Participants with fewer opportunities: does your project involve participants facing situations that make their participation more difficult?

No

## Preparation

Please describe what will be done in preparation by your organisation/group and by your partners/group before the actual project activities take place, e.g. administrative arrangements, communication about the activities, selection of the persons, coaches, involvement of stakeholders, etc.

Before the actual project activities will take place, partners will:

- Inform stakeholders and Associated partners about the news of project approval so as to establish from the very beginning the identity of the project, generate public awareness, test the reliability of offline/online communication strategies as foreseen during proposal.
- Review internally comments provided by the evaluators. The coordinator will share with all partners the evaluation letter from the National Agency, this will allow the partnership to assess collegially further key steps, actions and plans to be implemented to match National Agency's expectations.
- Update and enrich the stakeholders list accordingly. An in-depth stakeholder mapping analysis has been already carried out before submission: partners will integrate the list of contacts with new organisations, groups of interest, associations, etc. that are relevant for project's visibility.
- Set up internal communication and collaboration means. The coordinator will set up a project mailing list that gathers contacts from all members so as to facilitate the communication among partners. The coordinator will set up also a cloud repository (Google Drive, Dropbox...) to manage and organise documents of common use (e.g templates for reporting)
- Finetune the Project Management Plan (henceforth, PMP). More specifically, tasks, timelines (and Gantt Chart), shares of roles and responsibilities will be reviewed based on emerging needs (if any). The PMP will be revised by all partners before the official launch of the activities: this is an opportunity to consolidate plans and strategies foreseen during proposal to sustain and allow the achievement of project's results
- Definition of the Project Management Committee (PMC), tbc during the launch meeting. During implementation, the Project Management Committee will be responsible – together with the coordinator – of all activities/tasks pertaining to Quality Assurance (QA), Monitoring and Evaluation (M&E) and Impact Assessment (IA). The PMC will be composed by experienced senior member from each participating organisation (1 per partner)
- Appointment of the Green & Sustainability Project Officer, tbc during the launch meeting. This member of the consortium will be responsible for monitoring partners' compliance and commitment to green standards (i.e. waste of paper).
- Revise the Risk Management Plan. The Risk Mapping Analysis conducted during proposal allowed partners to identify risks that might arise during implementation. The matrix will be revised by all partners collegially so as to reassess its relevancy, robustness and coherence based on the timing of implementation.
- Revise plans and schedule for QA, M&E and IA. In conjunction with the review of the PMP, partners will take on the aforementioned priorities as well so as to confirm:
  - > staff involved
  - > timing and schedule
  - > means of monitoring
- Financial Management and Administration. The coordinator will keep partners informed about the status of the Grant Agreement and relevant communications from the National Agency. Upon sign of the Grant, the coordinator's legal department will prepare the Bilateral Agreements to be countersigned by each participating organisation. On their hands, partners will communicate to applicant name of staff involved, category, working contracts (i.e. tangible proof of employment relationship between members and organisation).
- Revise the Communication and Promotion Plan (CPP). During proposal, IHF prepared and shared with partners a solid draft of the CCP. The plan details stakeholders of relevance for project's visibility and impact, means of communication, quantitative targets to be reached, best practices and recommendations for communication and promotion at local, regional, national and Int./EU level. The Plan will be revised accordingly based on new emerging opportunities.



## Management

### Funds for Project Management and Implementation

Funds for "Project Management and Implementation" are provided to all Cooperation Partnerships based on the number of participating organisations and the duration of the project. The purpose of these funds is to cover diverse expenses that any project may incur, such as planning, communication between partners, small-scale project materials, virtual cooperation, local project activities, promotion, sharing of project results and other similar activities not covered by other types of funding.

A partnership may receive a maximum of 2750 EUR of "Project Management and Implementation" grant per month.

Organisation role	Grant per organisation and per month (EUR)	Number of organisations	Grant (EUR)
<b>Coordinator</b>	500	1	15 000
<b>Partner</b>	250	8	60 000
<b>Total</b>		9	75 000

Please provide detailed information about the project activities that you will carry out with the support of the grant requested under the item "Project Management and Implementation"

The specific activities pertaining to Project Management are:

- 1: based on a draft at proposal's stage, the Project Management Plan (PMP) will be finalised between M1 and M3. The plan will include details about: overall scope of the project, financial management, communication targets (further details about communication strategies and guidelines will be available for all partners through the Communication Plan – please refer to the Follow-Up section for details), QA mechanisms, summary of Project Results and milestones, roles and responsibilities shared by all partners (the index of the PMP is available in attachment to JUST proposal)
- 2: Partnership Agreement, duly signed by partners, regulating IPR norms, possible issues regarding decision making, conflict resolution, schedule of payments and supporting documents
- 3: narrative and financial reports are defined and submitted in the INTERNAL PROJECT REPORTS semi-annually
- 4: moreover, all general management tasks including communication, stakeholder engagement at local, regional, national and EU level, valorisation of project results, JUST international visibility via online and offline means

Project managers deployed by each participating organisation are skilled and highly trained professional with multiple years of experience in development of international projects. As such, JUST's implementation will benefit from their know-how, competences and overall mastery of Project Management disciplines

Talking about Project Management, big relevance is given to Quality Assurance (QA). Throughout the project QA is assured as follows:

- 1: Virtual calls on a bimonthly basis plus communications via email will represent the main engagement mean between partners
- 2: Constant monitoring, control and supervision by applicant
- 3: Financial and Narrative Reporting of activities, tasks and cost incurred
- 4: A total number of five transnational project meetings (TPM) are expected to occur (for further detail please consult the relative section)
- 5: A gathering in the form of a "Q&A session" is planned as part of the Kick-Off meeting (KOM) with each participating organisation and the Applicant involved to assure a common understanding of project's objectives, full commitment to internal deadlines, roles and responsibilities shared among partners
- 6: Application of the DEMING Cycle Model (Plan – Do – Check – Act) so to assure maximum reliability of processes, tasks, strategies and deliverables. The model will be implemented both at organisational level and at consortium level
- 7: Risk monitoring and evaluation. Based on point no. 6, partners will implement a proactive approach to tackle down the formal evaluation of risks and their potential impacts

#### About the INTERNAL REPORTING SYSTEM

In order to assure a smooth implementation of tasks, costs and activities reports will be submitted every 6 months to the Applicant. The activities report represent a very important tool for the coordinator to get a better sense on partners' overall contribution on project implementation and development in terms of concrete tasks and actions

The internal reporting system will allow the coordinator to monitor partners' expenses and the actual activities they refer to so to evaluate the efforts invested by each partner in projects' development.

Along with the financial report, Partners will submit to coordinator the reporting tool of communication and visibility activities (highlighting what kind of results partners are achieving in terms of JUST's visibility and public awareness)

This way, the coordinator will make sure that all partners are committed to this important transversal priority: consistent, reliable, and robust communication results are in fact mandatory for all partners. Their results in these terms will be assessed by the coordinator concurrently to expenses and cost incurred. Satisfying communication results are a prerogative for reimbursement of expenses



## Transnational Project Meetings

Transnational project meetings: how often do you plan to meet, who will participate in those meetings, where will they take place and what will be the goal?

5 TPMs are envisioned: TPM1 (Kick Off Meeting) in month 1, November '21. Location: Online TPM2 in month 7, May '22. Location: Italy TPM3 in month 14, December '22. Location: Online TPM4 in month 23, September '23. Location: Spain TPM5 (Closing meeting) in month 30, April '24. Location: Slovenia •TPMs are planned in key moment of implementation: based on our common "staged approach methodology" of Project Management, TPMs are scheduled to accommodate such framework. Each TPM marks the transition from a Project Result to the other as an opportunity to stocktake milestones and results achieved up to that point and evaluate (if needed) possible corrective measures for stakeholder's engagement, communication between partners, shares of roles and responsibilities •The choice to plan two virtual TPMs comes in response to the following considerations: >lowering the carbon foot imprint of the project, in compliance with partners shared view on environmental issues and "green sustainability" >maximising resources and impact: being the meetings online, no travel costs will be incurred and claimed by partners so as not to burden the project budget >embracing smart working as the new normality. Partners are now committed to keep telecommuting as part of their ordinary way to manage processes, tasks and people. In detail: •TPM1 During TPM1, after formal welcome and introduction from Applicant, partners will proceed to revise: project proposal based on NA's feedbacks, internal guidelines for financial reporting (supporting documents, budget management, etc.), quality assurance, monitoring & evaluation, and communication priorities, contents, roles, responsibilities and internal deadlines for each Project Result (PR). Each PR's leader will present the objectives and tasks foreseen for each PR under its formal lead. The coordinator moderates the session and will take on financial management, reporting, and budget. TPM1 represent also an important occasion to set the work for PR2 development (i.e. explanation of the methodology, aims of the assessment, theoretical framework and templates for reporting) •TPM2 Partners will discuss the results achieved so as to benchmark their findings of current models for HE/SME collaboration, drivers and inhibitors. The common undertesting of the methodology previously discussed and the constant feedback flow between partners will minimise the need for adjustments. TPM2 is also an occasion to brainstorm on PR3 content, the development of the training and define a "prototype" version of the validation plan •TPM3 The meeting falls mid-implementation of PR3. At that moment partners will have completed the training material and will take advantage of TPM3 to review possible areas for improvement and agree on validation plan (mechanisms, procedures, assessment of users' feedbacks) •TPM4 The meeting coincides with the end of the first session of validation and the formal start of the new semester for HE partners. Based on the first cycle of piloting, partners will review their validation strategy seeking for relevant insights, feedback and emerging results to further refine the final training and the remaining testing plan. TPM4 represent also an occasion to brainstorm on elements of the JUST experience to include in the implementation suite and green paper •TPM5 The closing meeting stocktakes partners' experience in the project and gives the opportunity to outline possible future collaborations, means for project's sustainability beyond the EU co-financing cycle and finalisation of financial/administrative issues. During the meeting partners will consolidate PR4 before publishing and mainstreaming among stakeholders, associate partners and Policy makers Each TPM will dedicate a specific section to Communication, QA and Monitoring and Financial Management, as formal transversal priorities of the project throughout its entire life span. The schedule of TPMs may vary during implementation depending on emerging needs

Please specify the funds requested to organise the planned transnational project meetings.

Meeting ID	Leading Organisation	Meeting Title	Country of Venue	Starting Period	N° of Participants	Grant (EUR)
1	Fakulteta za medije (E10212220 - Slovenia)	KICK OFF ON LINE MEETING - JUST PROJECT	Slovenia	2021-11	10	0
2	IDP SAS DI GIANCARLO COSTANTINO (ITALIAN DEVELOPMENT PARTNERS) (E10211467 - Italy)	TPM2 - JUST PROJECT	Italy	2022-05	10	4 600
3	Fakulteta za medije (E10212220 - Slovenia)	TPM3 ON LINE - JUST PROJECT	Slovenia	2022-12	10	0
4	UNIVERSIDAD DE MALAGA (E10209121 - Spain)	TPM4 - JUST PROJECT	Spain	2023-09	10	4 970
5	Fakulteta za medije (E10212220 - Slovenia)	CLOSING MEETING - JUST PROJECT	Slovenia	2024-04	10	4 025

Total	50	13 595
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### Transnational Project Meetings Budget (1)

To estimate the distances between places, please use the European Commission's distance calculator:

[https://ec.europa.eu/programmes/erasmus-plus/resources/distance-calculator\\_en](https://ec.europa.eu/programmes/erasmus-plus/resources/distance-calculator_en)

Sending Organisation	Country of the Sending Organisation	N° of Participants	Distance Band	Grant per participant (EUR)	Grant (EUR)
Fakulteta za medije (E10212220 - Slovenia)	Slovenia	2	0 - 99 km	0	0
RRA SEVERNE PRIMORSKE REGIJSKA RAZVOJNA AGENCIJA DOO NOVA GORICA (E10116828 - Slovenia)	Slovenia	1	0 - 99 km	0	0
UNIVERSIDAD DE MALAGA (E10209121 - Spain)	Spain	1	0 - 99 km	0	0
INTERNET WEB SOLUTIONS SL (E10123183 - Spain)	Spain	1	0 - 99 km	0	0
UNIVERSITA DEGLI STUDI GABRIELE D'ANNUNZIO DI CHIETI-PESCARA (E10208853 - Italy)	Italy	1	0 - 99 km	0	0
IDP SAS DI GIANCARLO COSTANTINO (ITALIAN DEVELOPMENT PARTNERS) (E10211467 - Italy)	Italy	1	0 - 99 km	0	0
UNIVERZITA KOMENSKEHO V BRATISLAVE (E10208633 - Slovakia)	Slovakia	1	0 - 99 km	0	0
SLOVAK BUSINESS AGENCY (E10209215 - Slovakia)	Slovakia	1	0 - 99 km	0	0
INSTITUT DE HAUTE FORMATION AUX POLITIQUES COMMUNAUTAIRES (E10010821 - Belgium)	Belgium	1	0 - 99 km	0	0

## Transnational Project Meetings Budget (2)

To estimate the distances between places, please use the European Commission's distance calculator:

[https://ec.europa.eu/programmes/erasmus-plus/resources/distance-calculator\\_en](https://ec.europa.eu/programmes/erasmus-plus/resources/distance-calculator_en)

Sending Organisation	Country of the Sending Organisation	N° of Participants	Distance Band	Grant per participant (EUR)	Grant (EUR)
Fakulteta za medije (E10212220 - Slovenia)	Slovenia	2	100 - 1999 km	575	1 150
RRA SEVERNE PRIMORSKE REGIJSKA RAZVOJNA AGENCIJA DOO NOVA GORICA (E10116828 - Slovenia)	Slovenia	1	100 - 1999 km	575	575
UNIVERSIDAD DE MALAGA (E10209121 - Spain)	Spain	1	100 - 1999 km	575	575
INTERNET WEB SOLUTIONS SL (E10123183 - Spain)	Spain	1	100 - 1999 km	575	575
UNIVERSITA DEGLI STUDI GABRIELE D'ANNUNZIO DI CHIETI-PESCARA (E10208853 - Italy)	Italy	1	0 - 99 km	0	0
IDP SAS DI GIANCARLO COSTANTINO (ITALIAN DEVELOPMENT PARTNERS) (E10211467 - Italy)	Italy	1	0 - 99 km	0	0
UNIVERZITA KOMENSKÉHO V BRATISLAVE (E10208633 - Slovakia)	Slovakia	1	100 - 1999 km	575	575
SLOVAK BUSINESS AGENCY (E10209215 - Slovakia)	Slovakia	1	100 - 1999 km	575	575
INSTITUT DE HAUTE FORMATION AUX POLITIQUES COMMUNAUTAIRES (E10010821 - Belgium)	Belgium	1	100 - 1999 km	575	575

### Transnational Project Meetings Budget (3)

To estimate the distances between places, please use the European Commission's distance calculator:

[https://ec.europa.eu/programmes/erasmus-plus/resources/distance-calculator\\_en](https://ec.europa.eu/programmes/erasmus-plus/resources/distance-calculator_en)

Sending Organisation	Country of the Sending Organisation	N° of Participants	Distance Band	Grant per participant (EUR)	Grant (EUR)
Fakulteta za medije (E10212220 - Slovenia)	Slovenia	2	0 - 99 km	0	0
RRA SEVERNE PRIMORSKE REGIJSKA RAZVOJNA AGENCIJA DOO NOVA GORICA (E10116828 - Slovenia)	Slovenia	1	0 - 99 km	0	0
UNIVERSIDAD DE MALAGA (E10209121 - Spain)	Spain	1	0 - 99 km	0	0
INTERNET WEB SOLUTIONS SL (E10123183 - Spain)	Spain	1	0 - 99 km	0	0
UNIVERSITA DEGLI STUDI GABRIELE D'ANNUNZIO DI CHIETI-PESCARA (E10208853 - Italy)	Italy	1	0 - 99 km	0	0
IDP SAS DI GIANCARLO COSTANTINO (ITALIAN DEVELOPMENT PARTNERS) (E10211467 - Italy)	Italy	1	0 - 99 km	0	0
UNIVERZITA KOMENSKÉHO V BRATISLAVE (E10208633 - Slovakia)	Slovakia	1	0 - 99 km	0	0
SLOVAK BUSINESS AGENCY (E10209215 - Slovakia)	Slovakia	1	0 - 99 km	0	0
INSTITUT DE HAUTE FORMATION AUX POLITIQUES COMMUNAUTAIRES (E10010821 - Belgium)	Belgium	1	0 - 99 km	0	0

### Transnational Project Meetings Budget (4)

To estimate the distances between places, please use the European Commission's distance calculator:

[https://ec.europa.eu/programmes/erasmus-plus/resources/distance-calculator\\_en](https://ec.europa.eu/programmes/erasmus-plus/resources/distance-calculator_en)

Sending Organisation	Country of the Sending Organisation	N° of Participants	Distance Band	Grant per participant (EUR)	Grant (EUR)
Fakulteta za medije (E10212220 - Slovenia)	Slovenia	2	100 - 1999 km	575	1 150
RRA SEVERNE PRIMORSKE REGIJSKA RAZVOJNA AGENCIJA DOO NOVA GORICA (E10116828 - Slovenia)	Slovenia	1	100 - 1999 km	575	575
UNIVERSIDAD DE MALAGA (E10209121 - Spain)	Spain	1	0 - 99 km	0	0
INTERNET WEB SOLUTIONS SL (E10123183 - Spain)	Spain	1	0 - 99 km	0	0
UNIVERSITA DEGLI STUDI GABRIELE D'ANNUNZIO DI CHIETI-PESCARA (E10208853 - Italy)	Italy	1	100 - 1999 km	575	575
IDP SAS DI GIANCARLO COSTANTINO (ITALIAN DEVELOPMENT PARTNERS) (E10211467 - Italy)	Italy	1	100 - 1999 km	575	575
UNIVERZITA KOMENSKÉHO V BRATISLAVE (E10208633 - Slovakia)	Slovakia	1	>= 2000 km	760	760
SLOVAK BUSINESS AGENCY (E10209215 - Slovakia)	Slovakia	1	>= 2000 km	760	760
INSTITUT DE HAUTE FORMATION AUX POLITIQUES COMMUNAUTAIRES (E10010821 - Belgium)	Belgium	1	100 - 1999 km	575	575

### Transnational Project Meetings Budget (5)

To estimate the distances between places, please use the European Commission's distance calculator:

[https://ec.europa.eu/programmes/erasmus-plus/resources/distance-calculator\\_en](https://ec.europa.eu/programmes/erasmus-plus/resources/distance-calculator_en)

Sending Organisation	Country of the Sending Organisation	N° of Participants	Distance Band	Grant per participant (EUR)	Grant (EUR)
Fakulteta za medije (E10212220 - Slovenia)	Slovenia	2	0 - 99 km	0	0
RRA SEVERNE PRIMORSKE REGIJSKA RAZVOJNA AGENCIJA DOO NOVA GORICA (E10116828 - Slovenia)	Slovenia	1	0 - 99 km	0	0
UNIVERSIDAD DE MALAGA (E10209121 - Spain)	Spain	1	100 - 1999 km	575	575
INTERNET WEB SOLUTIONS SL (E10123183 - Spain)	Spain	1	100 - 1999 km	575	575
UNIVERSITA DEGLI STUDI GABRIELE D'ANNUNZIO DI CHIETI-PESCARA (E10208853 - Italy)	Italy	1	100 - 1999 km	575	575
IDP SAS DI GIANCARLO COSTANTINO (ITALIAN DEVELOPMENT PARTNERS) (E10211467 - Italy)	Italy	1	100 - 1999 km	575	575
UNIVERZITA KOMENSKÉHO V BRATISLAVE (E10208633 - Slovakia)	Slovakia	1	100 - 1999 km	575	575
SLOVAK BUSINESS AGENCY (E10209215 - Slovakia)	Slovakia	1	100 - 1999 km	575	575
INSTITUT DE HAUTE FORMATION AUX POLITIQUES COMMUNAUTAIRES (E10010821 - Belgium)	Belgium	1	100 - 1999 km	575	575



## Project Management

How will you ensure proper budget control and time management in your project?

About TIME MANAGEMENT:

Partners have taken into account the very unfortunate scenario of a further outbreak wave and how that would impact the ordinary project development

All sub-tasks leading to major results have been designed so to be highly resilient to any external disruptor. The timeline of the project is responsive to a very important flexibility criterion, allowing the partnership to redistribute the work without the need to delay the submission of major results

Time management is regulated by the PMP agreed by all partners before project launch and properly finetuned after project approval. It includes milestone, official timeline of tasks and PRs, internal deadlines, plus calendar of transversal activities (i.e. communication and Multiplier Events, financial reporting, QA, etc.). A visual representation of the timeline is provided by the official Gantt chart of the project (see annex for reference). The document has been discussed and agreed on by all partners during project drafting and the moment of submission. The Gantt chart is a "living document" meaning that it is ready for update/fine-tuning on a need basis (i.e. depending on emerging needs)

Each organisation will deploy experienced project managers with a season track record of development and implementation in quality and in time of international projects in multicultural settings. Constant communication between partners will assure for the anticipation of possible delays and the adjustment of the timeline accordingly

About BUDGET CONTROL:

Financial resources will be allocated per each activity taking into consideration:

- contract's content with the NA and further specific financial conditions
- formal agreement between the coordinator and each participating organisation detailing conditions and reciprocal obligation, costs categories, days per staff category, rules for costs eligibility, supporting documents for expenses, etc.). The content and structure of the agreement will be discussed in detail after project approval and during the first kick off meeting (developed in English)
- disclosure of legal representative and financial manager qualified as person in charge of budget management
- financial reporting schedule, every 6 months partners will submit to coordinator an internal report disclosing cost incurred in the considered period, dissemination reporting tool as evidence of the commitment to communication, JUST's international visibility and stakeholder engagement
- each partner will deploy a dedicated member of its staff to financial management. These personnel have a solid background in accounting. The centralisation on the function in experienced hands is compliant with the most reliable QA standards

Further activities are foreseen as strategic means for a sound Monitoring & Evaluation (M&E) process:

- Skype (virtual) calls on a bimonthly basis. Virtual calls represent an opportunity to monitor partners' engagement and commitment, their compliance with the underlie tasks currently in progress, overall satisfaction with JUST's implementation, solve misunderstandings and/or doubts of any nature
- in conjunction with the declaration of costs and the dissemination reporting tool, partners will submit to the coordinator a concise narrative report detailing the specific activities/tasks carried out up to that point
- provision of supporting documents for expense category. In particular:
  - >> TPM: boarding passes of participants, certificate of attendance, declaration of subsistence costs, other expense evidences (scanned copies)
  - >> PRs: timesheet filled with staff member involved in PR's development and its category (technician /researcher), proof of the legal bond between staff member and the participating organisation

In order to streamline the arrangement process, the Applicant will share with all partners template for reporting immediately after the launch of the project

Please describe the tasks and responsibilities of each partner organisation in the project.

The distribution of roles and responsibilities among partners complies also with a "staged approach methodology". Each participating organisation takes the leading role of specific priorities/tasks/PRs consistent with their background and the expertise of their staff members

All partners take part in all activities (QA, Communication, PRs development), more in detail:

APPLICANT

Coordinator is responsible for the supervision of partners' compliance with deadlines, quality standards defined for PRs, communication and visibility targets, stakeholder engagement, budget and financial management, QA, Monitoring & Evaluation. As leader of PR2, applicant will share with all partners Common Methodology, templates for mapping activities, records partners' findings, finalise the Cooperation Module

P1

RRA takes the lead of PR4 being the best positioned partner to transfer JUST's deliverables to public and policy level

dimension. RRA has vast background in contributing to policy debate at national and international level. P1 will participate in all PRs and will be heavily committed to communication activities

P2

UMA not only is representative of one of the target group of the project (HEIs) but it is also a very experienced partner in implementing and managing large international-scale project aimed at sustaining the competitiveness of the European HE ecosystem and better employability opportunities for HE students. UMA's staff will contribute to all PRs (contents development, translation, piloting and finetuning) and will guarantee for great communication outreaches

P3

IWS has vast background in elearning solution for education, training and employability. As the technological partner of the consortium, IWS is formally in charge of PR1 development, maintenance and adaptability of user's browsing experience. IWS will be responsible for the digital "identity" of the project and will take of visual, aesthetics and graphic design. IWS will participate to all project cycles

P4

UDA represent the "academic" dimension of the consortium. As such, its staff will assure and guarantee for the pedagogical accuracy upon each major PR's deliverable (i.e. common methodology, Validation Plan, Green Paper, etc.). They will participate in all PRs: contribution to the platform, mapping and assessment + consolidation of the Cooperation Model, training development, piloting, finalisation of PR4

P5

IDP will formally assist the coordinator and all member of the Committee in QA, Monitoring and Evaluation. The Italian SMEs is an experienced developer of international collaboration project and its know-how will be at disposal for all partners. IDP will participate in all PRs, communication and visibility activities. IDP brings into the consortium the employer and target's perspective with vast background on informal training and education for employability

P6

COMENIUS is formal leader of PR3. Based on partners' lessons learned from PR2, COMENIUS will supervise on training development and will outline the validation plan that all partner will rely on to conduct piloting activities. They will participate in all project cycles

P7

The Slovak partner "glues" the two different ecosystems represented within the consortium (private sector and HE). Their presence is fundamental to assure JUST's impact across the policy dimension and disseminate JUST among institutions, large groups of interest, international network aimed at sustaining collaborative practices between the world of education and the labour market and/or employability opportunities HE students

P8

Formal leader of Communication and visibility, IHF will guide partners in the definition of a coherent strategy to maximise JUST's awareness and impact at local, national, international and EU level. IHF is also a think tank with vast experience in research, mapping and stocktaking of international trends. As such, IHF will formally support the coordinator throughout PR2. The Belgian NGO will also participate in all other activities

How will the progress, quality and achievement of project activities be monitored? What qualitative and quantitative indicators will you use to measure the quality of the project's results?

Quality Assurance (QA) is an ongoing process that covers the entire lifespan of the project: to evaluate projects achievements and monitor project's activities the consortium will rely on the DEMING model cycle (PLAN – DO – CHECK – ACT) so as to be ready to assess at any given moment the activities/tasks carried out up to that moment, and implement the required corrective measures (if necessary).

The Quality Management System consists of three different stages:

- Planning Quality MNGMT
- Performing QA
- Controlling and Reviewing Quality

The Project Management Plan will include a very detailed section pertaining to QA, Monitoring and Evaluation, detailing roles and responsibilities of from each partner, key references, means for assessment and reporting. The section dedicated to QA will be reviewed by all partners upon project approval.

Although applicant and IDP are formally invested with the role to supervise JUST's quality evaluation and monitoring, each partner will be committed to ensure a smooth project implementation throughout its entire lifecycle. Moreover, partners leading specific PRs / activities (i.e. communication) will be responsible for partners' compliance and relevancy of results for that specific implementation cycle.

The Project Management Committee, composed by senior members and experienced Project Managers from all partners, will supervise on JUST's implementation from the very official launch of the project.

To better keep track of developed activities, the applicant will receive from each partner and every 6 months a very detailed narrative report summarising activities and tasks carried out up to that point. The narrative report will be attached

with declaration of cost and Communication reporting tool – so to evaluate and assess partners' commitment to JUST's visibility, stakeholder engagement and overall public mainstreaming.

Moreover, after each TPMs IDP will circulate among all partners a QA feedback form. The questionnaire is formally divided into three section, each of which aimed at evaluation specific priorities:

- Internal communication mechanisms between partners (i.e. are they efficient and effective enough? Do partners engage enough inter-lateral communications? etc.)
- Satisfaction with the project meeting (for instance, relevance of the topic in agenda, areas of improvement)
- Satisfaction with JUST's implementation

Quantitative KPIs:

Project Management Plan: 1

Risk Matrix: 1

Risk mapped: 15

Communication and visibility Plan: 1

Internal Gantt Chart: 1

OER Platform: 1

minimum number of guaranteed visits: 4000

Website's languages: 5

Common Methodology: 1

National Reports: 4

EU report: 1

Executive Summary io PR2 reports: 1

Common Model: 1

Training material: 4 macro-modules on Business (n)Etiquette, Telecommuting, Soft and Digital Skills,

Translations of the training into 5 languages

Validation Plan: 1

Students reached during piloting: 300

Implementation Suite: 1

Green Paper: 1

(for numerical targets pertaining to Communication and JUST's visibility please consult the Follow-Up section of the proposal)

Qualitative KPIs:

- Strengthening and empowering the competitiveness and employability of students in the transition from the world of HE to market labour
- Equipping HE students with innovative training, skills and competences demanded by employers and SMEs' managers
- Enhancing collaborative dynamics between the ecosystem of HE and private sector
- Exploiting, valorising and mainstreaming at international level new models to sustain long term cooperation mechanisms between SMEs and HEIs for students' employability
- Helping HEIs to better match students' expectation and their readiness for the labour market
- Acquisition and retainment of young talents

Please give information about the involved staff, as well as the timing and frequency of the monitoring activities.

The plans for Quality Assessment and Monitoring activities reflect the staged approach methodology designed and implemented by partners throughout the entire lifespan of the project. Information about timing and frequency are further detailed by the PMP plan and the Gantt Chart.

Key moments to engage in monitoring and evaluation will be represented by:

- notification of project approval and assessment of NA's comments on the project, upon positive feedback by the National Agency the coordinator will share with all partners the evaluation letter. This will help all partners to discuss together about key guidelines/recommendations for JUST's implementation in compliance with NA's expectations
- upon publication of the OER platform in multilanguage version (is it the platform user-friendly enough? is it easy to navigate? Is it aesthetically appealing to attract and retain web users?)
- during and after completion of mapping report so as to assure results' consistency and coherence
- during and after completion of the Cooperation Model so as to assure its overall reliability and concrete opportunities for transferability in other EU domains
- during and after completion of the training material designed to empower HE students with new / innovative training,

enhance their employability opportunities, and be better prepared to satisfy employers' expectations. Partners will monitor the correct development of the training in terms of both quality standards (pedagogical accuracy) and compliance with the overall timeline. The training material will be subjected to informal review carried out by senior members from other participating organisation, Associated Partners, PR3 leader and applicant

- throughout the first validation phase (from M14 to M20), the division in two cycle of the validation phase is strategically designed so as to help partners in piloting the training material to the first cohort of students, collect feedbacks and impression, finetune the validation approach (in terms for instance of most suitable delivery means), and finally proceed with the second and last piloting phase
- during finalisation of the implementation suite and green paper, so as to make sure that both documents are compliant with their underlie objectives (i.e. operational guidelines to sustain JUST replicability opportunities beyond the consortium the EU co-financing)
- after each TPM, IDP will circulate among partners a digital QA feedback form aimed at investigating: partners' satisfaction with cooperation and collaboration mechanisms within the consortium and with internal communication, suggestions for improvement, engagement, involvement and commitment from all partners, relevancy of the TPM in terms of topic addressed, clarity of the coordinator and its readiness to address doubts
- every six months, together with the financial reporting, every partner will submit to the applicant a concise but very detailed narrative report highlighting key activities carried out up to that point and results achieved in term PRs development and impact recorded among targets and groups of interest for the proposal. This way, the applicant can gain better sense on each partner's contribution and involvement in JUST's implementation. The financial and narrative report will be submitted to applicant's review with in attachment the communication and visibility reporting tool so as to prove partners' commitment to project's visibility, stakeholders' awareness, etc.

#### About the INVOLVED STAFF:

Each participating organisation will commit a dedicated member to QA, Monitoring and Evaluation. The selected members will join the Project Management Committee, communicated to all partners during the launch meeting. The Committee will be constantly involved in Monitoring and Evaluation, but as a general rule – so as to streamline as much as possible the process – they will meet together with the coordinator only if tangible, serious, and disrupting issues arise.

#### What are your plans for handling risks which could happen during the project (e.g. delays, budget, conflicts, etc.)?

Considering the uncertainty of the times we are living through and in the face of the risk of a further COVID outbreak, the JUST partnership developed, tested and implemented some internal resiliency strategies properly designed on the basis of two very important priorities:

- assuring a “temporal continuum” for JUST implementation despite any major external disruption
- safeguarding the psychophysical wellbeing of their internal staff

Throughout 2020, all partners strengthened their proficiency with smart working and telecommuting, so much so that now they both represent routinary “instruments” in their possess for project management. Partners' familiarity with “management from remote” models will guarantee for JUST implementation and development even in case some activities cannot be conducted in person / offline.

Based on partners' previous experiences, before proposal the JUST partnership brainstormed, discussed, developed and agreed on a detailed Risk Matrix. The JUST Risk Management Matrix identify and evaluate risks based on their probability to occur and their severity (i.e. the impact they might have on project implementation).

For an in-depth mapping and evaluation of risks, please consult the document in Annex.

The risks identified during proposal belong to three main clusters:

#### 1) COMPOSITION OF THE CONSORTIUM – LOW probability to happen/MEDIUM impact

Partners' common sharing of the vision and mission behind the project assures for their commitment to JUST's development, implementation and finalisation. Before proposal, all partners agreed on the share of roles and responsibilities. The Partnership agreement countersigned by the coordinator and each organisation formally signs the sharing of intents and the cooperative approach on which each partner relies on.

If for any reason one partner is forced to leave to consortium, the partnership identified already alternative organisation reflecting the same skills, background and management orientation of the outgoing.

#### 2) RISING OF INTERNAL CONFLICTS – LOW probability to happen/MEDIUM impact

Again, the Partnership Agreement states very clearly from the very beginning roles and responsibilities shared by each partner throughout implementation. Partners agreed on Partnership Agreements' conditions and are ready to sign it upon project approval.

In the case of any misunderstanding throughout implementation, the applicant organisation together with the Project Management Committee will discuss about the most suitable and pacific resolution. The continuous exchange of information/communication between partners is also a means to anticipate in time the emergence of any potential conflict, so as to address it before an escalation of events. Key decisions will be taken accordingly to a “one-partner-one-vote” system, so as all partners will have the same influence during the decision-making process.

### 3) STAKEHOLDERS ENGAGEMENT – LOW probability/HIGH impact

This kind of risk pertains the difficulties of partners to not be able to reach the agreed (numerical) targets. The scenario, although highly impactful for JUST's visibility and awareness at international level, is also unprobeable. All partners represent themselves the target group of the project and they belong to extensive national and international networks of SMEs and HEIs with which they nurture institutional (and informal) relations on a daily basis. Because of their experience, all partners detain great outreach potentials. A selected team from their staffs will be solely devoted to Communication, Promotion and Stakeholder Engagement: these members are specialised on Public Relations activities and detain the consistent skills to carry on the activity effectively and efficiently.

## Implementation

Please explain how will the project activities lead to the achievement of the project objectives and delivery of the planned results?

The project is digital by design and makes of ICT and digital communication:

- (part of the) training topics
- internal and external communication means (between partners and between partners and stakeholders)

JUST will develop innovative tools to broker sustainable and fruitful collaboration between HEIs and SMEs for the development and delivery of labour market-relevant curricula; definition of joint Work Based Learning (WBL) arrangements; increased collaboration in career guidance and placement

To do so, the design of the project follows a staged approach methodology, meaning that each task of each PR is instrumental to plan, develop and implement the following

1) the JUST OER platform represent the digital “library” and online identity of the project, repository of news, relevant trends, online community of practice, and most importantly, all Project Results developed by partners. The OER platform assures also for JUST mainstreaming and visibility at international level. The platform will be in multilanguage version and will NOT require log in credentials from users so as to maximise its accessibility and ease of use

2) once JUST’s online identity is settled up, partners will kickstart the mapping activity of interesting and current collaboration models between the private sector (SMEs) and HEIs so to seek for relevant trends and gain inputs and insights to be included in their own model. The Common Methodology developed by Applicant and IHF will allow for consistency of results and reliability of findings. Once partners will finalise the assessment, they will all work on the JUST Cooperation Model embedded with guidelines, checklist, recommended *modus operandi*

3) upon completion and finalisation of the Cooperation Model, partners will “test” its real-life reliability and usability by leveraging on it for the definition of a new hybrid training curricula targeted at HE students.

The training is highly innovative because it includes the participation of professionals and consultants. In that sense, students can benefit from a training that is tailored on skills and competences highly demanded by the labour market, designed in first person by employers and SMEs’ management

>>HEIs can enhance the provision of their educational offer, better preparing their students for the labour market

>>SMEs can contribute to the nurturing of future talents, talents from which they can benefit once they will transfer to the labour market

>>students can better equip themselves with the skills, competences and knowledge demanded by employers and managers

The reliability, consistency and pedagogical accuracy of the training material will be validated thanks to an in-depth and international scale piloting phase that will take 12 months and will involve (at least) 300 students. The validation plan developed by PR’s leader will assure for common testing methodology, gathering and process of feedbacks. Based on students’ feedbacks, partner will ultimate the finetuning of the training

The way in which partners envisioned the validation phase is very innovative being the result of a cross-functional approach:

- Classroom delivery at university with visiting lecturers from private sector (from M14 to M20 and M23 to M27, in conjunction with traditional academic semesters)
- Classroom delivery at enterprises with university teaching staff accompanying (work-based learning; field trip; job shadowing; research/thesis work, etc)
- Virtual delivery with cross-border teaching exchanges between HEIs and SMEs from the different countries (i.e. the Spanish SME teaching in Slovak HEI)

Lastly, partners will consolidate set of guidelines to mainstream and facilitate the replicability of the JUST beyond the formal timeline, the project and partnership itself. The scope of this specific PR is triggering a “multiplier affect” across the EU ecosystem of HE, employability, social and economic inclusion, and inspire other local networks of HEIs and SMEs in doing the same

How will you communicate and cooperate with your partners?

The way in which JUST consortium tackle down communication and collaboration with partners considers the following:

- The Project Management Plan, outlining specific mechanism to coordinate the communication and collaboration among partners (email netiquette, schedule of TPMs and virtual call, roles and responsibilities of each partner)

>Partners will settle up a common mailing list including contacts of the staff involved in the project, this will be used for timely communication and feedbacks

>Partners will settle up a cloud repository (Google Drive, Dropbox, etc.) to keep track of common guidelines and documents of shared use

> Virtual conference calls, one every two months. To track partners’ participation and contribution on current JUST’s implementation



- During the launch meeting, each partner will elect a member – typically: senior members, CEO, managers – from their organisation that will compose the Project Management Committee. The group is tasked with the supervision, monitoring and evaluation of the activities instrumental to implement and develop PRs but also communication and collaboration dynamics among partners, their level of commitment and reciprocal engagement, the participatory spirit of the partnership, their level of satisfaction with JUST' results and overall implementation

- The Partnership Agreement signed the Applicant and each participating organisation. The agreement is the document establishing formal cooperation mechanisms between parties in terms of shared vision and mutual charges

- The coordinator will take the responsibility to supervise the overall implementation/development/achievements of the project. In doing so, it will be assisted by the contribution and involvement of other partners depending on their share of duties for that specific implementation phase

- > during PR1 implementation, IWS will keep track of partners' contribution, cooperation and collaboration for what pertains the development of the JUST OER Platform

- > during PR2, IHF will assist the formal PR leader with the provision of template documents, guidelines for the assessment, research's methodology, and guidance for the design of the cooperation model

- > during PR3, UNIBA will coordinate partner's effort in piloting and validating the JUST training tool, will monitor results achieved and will ask partners feedbacks for the finalisation and "final rendering" of the training

- > during PR4, RRA will coordinate all partners in the finalisation of the implementation suite and green paper

- > Communication and JUST visibility, IHF will be responsible to guide partners in the definition of a communication strategy that is both capillary, reliable, robust and takes into consideration the multiple dimensions expected to reach (public vs private; local / regional / national / international, EU)

The hierarchies of the JUST project in terms of roles and responsibilities shared among partners are changeable depending on the specific takes undergoing and the most suitable partner to take its lead.

Overall, collaboration and efficient communication dynamics are assured by:

1. Robust commitment of participating organisation, proved by their attitude towards shared objectives and activities
2. the role of the Coordinator, with technical and operational capacity to ensure appropriate coordination among partners and with external relevant stakeholders
3. support of partners invested in the leading role of specific priorities (PR's development, communication, etc.)
3. sound, clear and well-planned management structure, common understanding of objectives and formal agreement on intentions

Have you used or do you plan to use eTwinning, School Education Gateway, EPALE or the Erasmus+ Project Results Platform for preparation, implementation or follow-up of your project? If yes, please describe how.

Upon project approval, the Applicant will publish immediately the news in the E+ results platform, the message will be tailored and targeted to ensure that the JUST project is fully reflected in the platform.

Under guidance of IHF, organisation formally responsible for the coordination of dissemination activities, partners will exploit EPALE visibility potentials so as to inform about project's approval, goals, aims and impacts foreseen by JUST.

Partners are committed to comply with EPALE editorial principles of:

Accuracy  
Tolerance  
Accessibility  
Engagement

The strategic partnership and Associated organisation will engage the community of EPALE not only to inform about project approval but also upon completion of major project milestones such as:

- Online publication of the OER Platform in Multilanguage version
- Finalisation of the mapping report and stock taking of main finding
- Design and finalisation of the cooperative model
- Training development
- Initiation of the validation phase
- Conclusion of the validation phase
- Consolidation of the implementation suite
- Consolidation of the green paper
- Multiplier Events

## Production of Project Results

Do you plan to produce project results in your project?

Yes

## Project Results Summary

Result ID	Leading Organisation	Result Title	Starting Period	Ending Period	Grant (EUR)
1	INTERNET WEB SOLUTIONS SL (E10123183 - Spain)	JUST OER Platform & Networking space	11-2021	04-2024	43 922
2	Fakulteta za medije (E10212220 - Slovenia)	Develop the model for U/SME collaboration	11-2021	07-2022	58 234
3	UNIVERZITA KOMENSKÉHO V BRATISLAVE (E10208633 - Slovakia)	Training development and Test & Validation with 300 targets	05-2022	04-2024	87 404
4	RRA SEVERNE PRIMORSKE REGIJSKA RAZVOJNA AGENCIJA DOO NOVA GORICA (E10116828 - Slovenia)	JUST Implementation Suite	02-2024	04-2024	40 784
<b>Total (EUR)</b>					<b>230 344</b>



## Project Results Details (1)

Result ID	1
Result Title	JUST OER Platform & Networking space
Result Leading Organisation	INTERNET WEB SOLUTIONS SL (E10123183 - Spain)
Result Description (including: needs analysis, target groups, elements of innovation, expected impact and transferability potential)	<p>JUST Open Educational Resource (OER) is the first Project Result (PR). It is an ad hoc programmed OER platform created to make training tools and assets developed within JUST accessible to target groups. The platform will be constantly updated with new content during the project's lifetime and beyond</p> <p>JUST OER Platform will allow:</p> <ul style="list-style-type: none"> <li>•interactivity with social networks boosting positioning and reaching a wider public</li> <li>•validation of competence acquisition through tests, quizzes, gamification solutions, with the possibility of issuing performance certificate</li> <li>•access to open web content on a wide range of learning opportunities to cover different training delivery means and in different formats (videos, text, ppt, pdf, infographics, videos)</li> </ul> <p>The most important feature of JUST OER Platform is accessibility, possible through its clean visualisation layout and its user-friendly access, with no registration requirement</p> <p>The platform will be accessible to the target groups and to partners as well, the functionalities foreseen for JUST OER Platform will provide:</p> <ul style="list-style-type: none"> <li>•possibility of managing and updating new open contents, smartly indexed to be searchable within the OER Commons browser</li> <li>•Text-to-Speech functionalities to make contents available also to blind or illiterate people</li> <li>•easy categorization of contents, new categories can be created at any time thus boosting content availability, and guidance of users' browsing process</li> </ul> <p><b>NEEDS ANALYSIS</b></p> <p>The needs analysis carried out for JUST Project proposal evidences the need to develop JUST OER Platform in order to bring universities and SMEs closer and facilitate the transition from the world of education into the world of work. Therefore, PR1 is pivotal to cover the identified needs, as well as to ensure and support the impact of JUST Project</p> <p><b>TARGET GROUPS</b></p> <p>PR1 is devoted to the following target groups:</p> <ul style="list-style-type: none"> <li>-HEIs, SMEs and stakeholders of the education system and world of work. They will be able to access the tools to broker HEI/SME collaboration</li> <li>-students, who will be able to access the JUST training structured in the curricula</li> <li>-general public interested in JUST</li> </ul> <p><b>INNOVATION</b></p> <p>JUST OER Platform will be a unique tool committed to address target needs, developed by experts of the sector and tailored to specific target profiles and needs. It will integrate a blended training, 2 webinars that will be hosted in a dedicated section, and tools for the validation</p> <p>JUST OER Platform will be responsive to be displayed in portable device, thus fostering accessibility and usefulness in 5 languages, making contents available to the largest public and will also allow the interactivity with social channels.</p> <p><b>IMPACT</b></p> <p>JUST OER Platform will be SEO oriented as dissemination of results is one of the key goals of JUST project to grant a massive online visibility thus making the platform and all training contents available for a wide public for a total of 5 years. In this same line, interactivity with the main social networks will also support its transferability and impact.</p> <p>JUST Platform will include also a Networking space, which will be accessible for those who want to join the project, contribute with new JUST approved contents, and propose new tools and resources.</p>

## Result Type

Submissions will be reviewed and authorised by JUST Consortium to ensure quality of contributions in compliance with quality assurance standards

### TRANSFERABILITY

JUST OER Platform will speed up learning processes as material will be lively available with no limit for uploading possibilities. New contents can be provided at any time during the entire project duration and beyond. The Consortium has agreed at maintaining the OER Platform alive for 3 more years after the end of JUST's life

JUST OER Platform will be licence free and all contents will follow the requirements of CREATIVE COMMONS. It will be built using PHP open source coding together with MySql licence free databases

JUST OER Platform will be highly disseminated. It will be designed to be adopted by users with different needs

Open / online / digital education – Open Education Resource (OER)

For PR1 the partnership will define the OPEN EDUCATION RESOURCES OER Platform.

To produce PR1, partners will perform the following tasks (T):

T1 Design and develop JUST OER Platform in 5 languages

Under the lead of partner IWS, Partners will define the Platform in terms of:

- operational functionalities
- specific requirements
- navigating structure
- potential content formats
- peculiarities needed to develop JUST OER Platform

Start (S): 01/11/21

End (E): 31/08/24

Duration (D): 30M

T2 Maintain and operate the JUST OER Platform

IWS will maintain and operate JUST OER Platform with active contributions from all partners (even 3 years after the end of the EC Co-financing to ensure sustainability)

S: 01/01/22

E: 31/08/24

D: 28M

Please describe the division of work, the tasks leading to the production of the result and the applied methodology

IWS will create both JUST public dedicated website and a private backoffice (with granted access to all partners), which will have a double purpose: on one side, it will allow general project management tasks facilitating operations like dissemination, deadlines scheduling, internal documents sharing etc. On the other hand, it will function as a backend to upload and manage OER Platform contents in live time.

### METHODOLOGY

All tasks will be implemented and performed under the supervision and quality control of the Spanish Partner IWS who will be the LEADING PARTNER of this output

Partners will ensure a fully operational OER Platform, target oriented, accessible and user-friendly to make JUST training contents accessible and usable to target groups.

In this sense, all partners will contribute to the definition of the specific profile prototypes to be considered as target groups. Minding that JUST OER Platform will give solutions to:

1. Beneficiaries, who will make use of JUST OER Platform to build their knowledge and improve their skills
2. Associates of the Networking Area which will contribute to outputs and improve them by providing their insightful feedbacks and know-how
3. Stakeholders and AE/VET Suppliers who will be attracted to JUST

	<p>OER Platform to find inspiration for new policies and more effective learning implementation</p> <p>4. Public and EU institutions which will see their priorities fulfilled through JUST OER Platform</p> <p>5. General Public who will be massively reached through positioning and who might turn out as potential users</p> <p>DIVISION OF WORK</p> <p>P4 will be in charge of defining OER Platform structure, design and develop all functionalities to give effective solutions to the core fundamentals of JUST Project. IWS will likewise test and assess the platform based on UX usability.</p> <p>All partners will proactively contribute to this PR by providing contents, translations and insightful feedbacks through the entire duration of the project.</p>
Result Production Start Date (dd-mm-yyyy)	01-11-2021
Result Production End Date (dd-mm-yyyy)	30-04-2024
Result Languages	Slovak , Slovenian , Spanish , Italian , English
Result Media	Dataset , Database , Interactive Resource , Publications , Service , Text , Text File , Video , Website
Result Participating Organisations	<p>Fakulteta za medije (E10212220 - Slovenia) , RRA SEVERNE PRIMORSKE REGIJSKA RAZVOJNA AGENCIJA DOO NOVA GORICA (E10116828 - Slovenia) , UNIVERSIDAD DE MALAGA (E10209121 - Spain) , UNIVERSITA DEGLI STUDI GABRIELE D'ANNUNZIO DI CHIETI-PESCARA (E10208853 - Italy) , IDP SAS DI GIANCARLO COSTANTINO (ITALIAN DEVELOPMENT PARTNERS) (E10211467 - Italy) , UNIVERZITA KOMENSKÉHO V BRATISLAVE (E10208633 - Slovakia) , SLOVAK BUSINESS AGENCY (E10209215 - Slovakia) , INSTITUT DE HAUTE FORMATION AUX POLITIQUES COMMUNAUTAIRES (E10010821 - Belgium)</p>

**Project Results Budget (1)**

Result ID	Organisation	Managers (EUR)	Teachers / Trainers / Researchers (EUR)	Technicians (EUR)	Administrative staff / Volunteers (EUR)	Grant (EUR)
1	Fakulteta za medije (E10212220 - Slovenia)	0	2 466	1 224	0	3 690
2	RRA SEVERNE PRIMORSKE REGIJSKA RAZVOJNA AGENCIJA DOO NOVA GORICA (E10116828 - Slovenia)	0	2 466	1 224	0	3 690
3	UNIVERSIDAD DE MALAGA (E10209121 - Spain)	0	2 466	1 224	0	3 690
4	INTERNET WEB SOLUTIONS SL (E10123183 - Spain)	0	6 302	4 692	0	10 994
5	UNIVERSITA DEGLI STUDI GABRIELE D'ANNUNZIO DI CHIETI-PESCARA (E10208853 - Italy)	0	3 852	1 944	0	5 796
6	IDP SAS DI GIANCARLO COSTANTINO (ITALIAN DEVELOPMENT PARTNERS) (E10211467 - Italy)	0	3 852	1 944	0	5 796
7	UNIVERZITA KOMENSKÉHO V BRATISLAVE (E10208633 - Slovakia)	0	1 332	660	0	1 992
8	SLOVAK BUSINESS AGENCY (E10209215 - Slovakia)	0	1 332	660	0	1 992
9	INSTITUT DE HAUTE FORMATION AUX POLITIQUES COMMUNAUTAIRES (E10010821 - Belgium)	0	3 852	2 430	0	6 282
<b>Total (EUR)</b>		<b>0</b>	<b>27 920</b>	<b>16 002</b>	<b>0</b>	<b>43 922</b>



## Project Results Budget Details (1)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	Fakulteta za medije (E10212220 - Slovenia)	Slovenia	Teachers/Trainers/Researchers	18	137	2 466
2	Fakulteta za medije (E10212220 - Slovenia)	Slovenia	Technicians	12	102	1 224
<b>Total</b>				<b>30</b>		

## Project Results Budget Details (1)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	RRA SEVERNE PRIMORSKE REGIJSKA RAZVOJNA AGENCIJA DOO NOVA GORICA (E10116828 - Slovenia)	Slovenia	Teachers/Trainers/Researchers	18	137	2 466
2	RRA SEVERNE PRIMORSKE REGIJSKA RAZVOJNA AGENCIJA DOO NOVA GORICA (E10116828 - Slovenia)	Slovenia	Technicians	12	102	1 224
<b>Total</b>				<b>30</b>		



## Project Results Budget Details (1)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	UNIVERSIDAD DE MALAGA (E10209121 - Spain)	Spain	Teachers/Trainers/Researchers	18	137	2 466
2	UNIVERSIDAD DE MALAGA (E10209121 - Spain)	Spain	Technicians	12	102	1 224
<b>Total</b>				<b>30</b>		



## Project Results Budget Details (1)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	INTERNET WEB SOLUTIONS SL (E10123183 - Spain)	Spain	Teachers/Trainers/Researchers	46	137	6 302
2	INTERNET WEB SOLUTIONS SL (E10123183 - Spain)	Spain	Technicians	46	102	4 692
<b>Total</b>				<b>92</b>		



## Project Results Budget Details (1)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	UNIVERSITA DEGLI STUDI GABRIELE D'ANNUNZIO DI CHIETI-PESCARA (E10208853 - Italy)	Italy	Teachers/Trainers/Researchers	18	214	3 852
2	UNIVERSITA DEGLI STUDI GABRIELE D'ANNUNZIO DI CHIETI-PESCARA (E10208853 - Italy)	Italy	Technicians	12	162	1 944
<b>Total</b>				<b>30</b>		

## Project Results Budget Details (1)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	IDP SAS DI GIANCARLO COSTANTINO (ITALIAN DEVELOPMENT PARTNERS) (E10211467 - Italy)	Italy	Teachers/Trainers/Researchers	18	214	3 852
2	IDP SAS DI GIANCARLO COSTANTINO (ITALIAN DEVELOPMENT PARTNERS) (E10211467 - Italy)	Italy	Technicians	12	162	1 944
<b>Total</b>				<b>30</b>		

## Project Results Budget Details (1)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	UNIVERZITA KOMENSKEHO V BRATISLAVE (E10208633 - Slovakia)	Slovakia	Teachers/Trainers/Researchers	18	74	1 332
2	UNIVERZITA KOMENSKEHO V BRATISLAVE (E10208633 - Slovakia)	Slovakia	Technicians	12	55	660
<b>Total</b>				<b>30</b>		

## Project Results Budget Details (1)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	SLOVAK BUSINESS AGENCY (E10209215 - Slovakia)	Slovakia	Teachers/Trainers/Researchers	18	74	1 332
2	SLOVAK BUSINESS AGENCY (E10209215 - Slovakia)	Slovakia	Technicians	12	55	660
<b>Total</b>				<b>30</b>		

## Project Results Budget Details (1)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	INSTITUT DE HAUTE FORMATION AUX POLITIQUES COMMUNAUTAIRES (E10010821 - Belgium)	Belgium	Teachers/Trainers/Researchers	18	214	3 852
2	INSTITUT DE HAUTE FORMATION AUX POLITIQUES COMMUNAUTAIRES (E10010821 - Belgium)	Belgium	Technicians	15	162	2 430
<b>Total</b>				<b>33</b>		

## Project Results Details (2)

Result ID	2
Result Title	Develop the model for U/SME collaboration
Result Leading Organisation	Fakulteta za medije (E10212220 - Slovenia)
Result Description (including: needs analysis, target groups, elements of innovation, expected impact and transferability potential)	<p>JUST will empower HE-Private Sector collaboration for students' employability and their entry in the labour market</p> <p>Up until now, University/Business cooperation has been seen only from the perspective of large HEIs and big corporations. JUST focuses on small HEIs and Small Enterprises: where the majority of learners study and where the majority of Europeans work</p> <p>At present there are not operational tools and cooperation frameworks to facilitate the interaction between HEIs and SMEs in:</p> <ul style="list-style-type: none"> <li>-joint curricula development</li> <li>-joint teaching</li> <li>-Work Based Learning</li> <li>-research</li> <li>-placement</li> <li>-career guidance</li> </ul> <p>This generates an operational vacuum that JUST fills with the development of operational tools to facilitate such interaction and lead to demand-driven curricula, Work Based Learning (WBL) and placement. Cooperation with SMEs can allow HEIs to increase relevance of curricula and deliver them effectively, increasing opportunities for students to access high quality work-based learning</p> <p>The detailed state-of-the-art analysis completed by partners identify pressing needs confirmed by:</p> <ul style="list-style-type: none"> <li>•EU Commission "Renewed EU Agenda for HE" Pag. 3, point 5 "strengthening collaboration between higher education and business"</li> <li>•Council of EU conclusions on "Renewed EU agenda for HE" point 2 "there is a need to strengthen collaboration and synergies between higher education and the world of work"</li> <li>•EU Commission "The Future of Work: Skills &amp; Resilience for a World of Change" calls for innovative partnership models between the world of education and the world of work (i.e. HEIs and SMEs)</li> </ul> <p>In PR2, partners will map the current landscape of HEI-SMEs structural collaboration, to identify geographical connotations, relevant trends and mechanisms</p> <p>As part of PR2, partners foreseen:</p> <ul style="list-style-type: none"> <li>•Common methodology for the mapping (general scale &amp; scope, timing of activities and internal deadlines for common discussion of what achieved up to that point, hierarchy of sources, tools and templates for the storage of sources)</li> <li>•4 national reports (ES, IT, SI, SK) providing evidence-based transnational results on how HEI and SMEs interact to strengthen training and education of students</li> <li>•1 pan-European report (elaborated by P9) focusing on the phenomenon at EU and international level</li> <li>•Cooperation model. After reports completion, partners will consolidate a cooperation model that capitalises on relevant best practices and useful lessons learned</li> <li>•Documents and protocols to promote the collaboration between HEI and SMEs: working methods, code of conduct, selection criteria (how HEIs select the SMEs that they want to work with), etc</li> </ul> <p><b>INNOVATION</b></p> <p>PR2 is innovative as it maps for the first time the dynamics of HEI and SME relations and interactions, with a focus on students' employability. PR2 will provide insights on the drivers and inhibitors of such interaction, describing roles, expectations and barriers for joint teaching, WBL, career guidance and placement. In addition, PR2 takes stock, identifies and select those tools and resource that are most useful to promote HEI-SME interaction</p> <p><b>IMPACT</b></p>

## Result Type

Please describe the division of work, the tasks leading to the production of the result and the applied methodology

PR2 is pivotal to unleash the potential of HEI/SME interaction: the JUST Model (with tools and template docs) will allow HEIs to engage SMEs in a more structured and purposeful way. In addition to this, PR2 has impact on the JUST Project and Partners as it allows to implement PR3 and develop innovative and practical tools for HEI-SME collaboration. PR2 is also instrumental to PR4 for the development and delivery of the "JUST Implementation Suite", a formal document conceived as a set of guidelines for other universities and SMEs to adopt JUST tools in their operational context

### TRANSFERABILITY

PR2 has considerable transferability as the results of the mapping and cooperation model will be streamlined across EU to provide knowledge and operational resources to HEIs, SMEs and policy makers across the Erasmus+ space. PR2 is produced in English and main elements (excerpts/key takeaways) will be translated in the languages of JUST

Services / structures – Database development

PR2 is broken down in 4 tasks (T):

#### T1 Common Methodology

Develop guidelines to be evenly used for accuracy and consistency of findings (identification of documents, tools, and means to collect and process results).

Developed by P1 with support from P9

S 1/11/21

E 31/01/22

D 3M

#### T2 Stock taking of current models of HEI-SMEs collaboration

Review and analyse existing literature i.e. policy papers, reports, industry surveys, etc

Partners focus on various facets of HEI/SME relation:

- HEI perspective: incentive mechanisms, administrative barriers, internal bureaucratic procedures, needs and priorities for the HEI, operational modalities, etc.

- SME side: investment VS cost for collaboration with HEI, opportunities and key lines of intervention

- Students' dimension (as ultimate beneficiaries of JUST's results): mismatch between HE offer and competences expected by labour market

S 1/1/22

E 31/3/22

D 3M

#### T3 Draft and Finalise JUST Cooperation Model

develop a Cooperation Model based on takeaways, good practices, lessons learned intercepted at national and EU contexts. Model's content might include:

- joint curriculum development

- joint teaching

- career days

- career services

- placement

- internship

- student projects with enterprises

S 1/3/22

E 31/5/22

D 3M

#### T4 Develop tools and documents

Develop documents and protocols to operationalise the JUST Model and facilitate its use.

The Toolbox is a crucial resource to facilitate HEI-SME interaction and

will include the most suitable set of resources to integrate the Model with operative and practical tools (protocols, MoUs, working methods, code of conduct, selection criteria "how HEIs select the SMEs that they want to work with", etc.)

The exact structure/content/list of tools to be included in the JUST Model and Toolbox will be finalised at implementation on the basis of the results of T2 and 3 above.

S 1/5/22

E 31/7/22

D 3M

#### DIVISION OF WORK

All partners are involved in PR2, coordinated by App, with co-leadership of IHF, as experienced think-tank in EU policies and HEI/Industry cooperation.

App. and IHF also ensure partners' compliance with internal deadlines, quality standards and overall performance.

App. shares with partners common methodology and supporting documents (Country report template, literature review template, etc.), and conducts the mapping in SI context and gathers resources for the Model and Toolbox from the HEI's perspective

P1 (SI) provides feedback on common methodology, conducts the mapping in SI context and gathers resources for the Model and Toolbox from the perspective of a business support agency

P2 (ES) shares with P1 methodological notes for T1, conducts mapping in ES context and gathers resources for the Model and Toolbox from the HEI's perspective

P3 (ES) carries out the mapping in national ES context and provides inputs to Model and Toolbox from the SMEs' perspective operating in the ICT sector

P4 (IT) shares with P1 methodological notes for T1, carries out the mapping in IT and gives input to Model and Toolbox from the HEI's perspectives

P5 (IT) provides feedback on common methodology, conducts mapping in IT context and contributes to Model and Toolbox from the SME's perspective operating in management consulting and innovation sectors

P6 (SK) shares with P1 methodological notes for T1, maps the SK context and contributes to the Model and Toolbox from the HEI's perspective

P7 (SK) will provide feedbacks for the common methodology, will conduct the desk assessment in reference to the SK context and will gather resources for the Model and Toolbox from the perspective of an SME development agency

P8 (BE) will be proactively involved in the draft and finalisation of common methodology (and supporting documents). IHF will conduct the desk assessment in reference to the EU context, will gather resources for the Model and Toolbox from the perspective of a think-tank/research centre operating at international level

Result Production Start Date (dd-mm-yyyy)

01-11-2021

Result Production End Date (dd-mm-yyyy)

31-07-2022

Result Languages

Slovak , Slovenian , English , Spanish , Italian



Result Media

Text , Database

Result Participating Organisations

RRA SEVERNE PRIMORSKE REGIJSKA RAZVOJNA AGENCIJA  
DOO NOVA GORICA (E10116828 - Slovenia) , UNIVERSIDAD DE  
MALAGA (E10209121 - Spain) , INTERNET WEB SOLUTIONS SL  
(E10123183 - Spain) , UNIVERSITA DEGLI STUDI GABRIELE  
D'ANNUNZIO DI CHIETI-PESCARA (E10208853 - Italy) , IDP SAS DI  
GIANCARLO COSTANTINO (ITALIAN DEVELOPMENT PARTNERS)  
(E10211467 - Italy) , UNIVERZITA KOMENSKEHO V BRATISLAVE  
(E10208633 - Slovakia) , SLOVAK BUSINESS AGENCY (E10209215 -  
Slovakia) , INSTITUT DE HAUTE FORMATION AUX POLITIQUES  
COMMUNAUTAIRES (E10010821 - Belgium)

## Project Results Budget (2)

Result ID	Organisation	Managers (EUR)	Teachers / Trainers / Researchers (EUR)	Technicians (EUR)	Administrative staff / Volunteers (EUR)	Grant (EUR)
1	Fakulteta za medije (E10212220 - Slovenia)	0	4 795	3 570	0	8 365
2	RRA SEVERNE PRIMORSKE REGIJSKA RAZVOJNA AGENCIJA DOO NOVA GORICA (E10116828 - Slovenia)	0	3 425	2 244	0	5 669
3	UNIVERSIDAD DE MALAGA (E10209121 - Spain)	0	3 425	2 244	0	5 669
4	INTERNET WEB SOLUTIONS SL (E10123183 - Spain)	0	3 425	2 244	0	5 669
5	UNIVERSITA DEGLI STUDI GABRIELE D'ANNUNZIO DI CHIETI-PESCARA (E10208853 - Italy)	0	5 350	3 564	0	8 914
6	IDP SAS DI GIANCARLO COSTANTINO (ITALIAN DEVELOPMENT PARTNERS) (E10211467 - Italy)	0	5 350	3 564	0	8 914
7	UNIVERZITA KOMENSKÉHO V BRATISLAVE (E10208633 - Slovakia)	0	1 850	1 210	0	3 060
8	SLOVAK BUSINESS AGENCY (E10209215 - Slovakia)	0	1 850	1 210	0	3 060
9	INSTITUT DE HAUTE FORMATION AUX POLITIQUES COMMUNAUTAIRES (E10010821 - Belgium)	0	5 350	3 564	0	8 914
<b>Total (EUR)</b>		<b>0</b>	<b>34 820</b>	<b>23 414</b>	<b>0</b>	<b>58 234</b>



## Project Results Budget Details (2)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	Fakulteta za medije (E10212220 - Slovenia)	Slovenia	Teachers/Trainers/Researchers	35	137	4 795
2	Fakulteta za medije (E10212220 - Slovenia)	Slovenia	Technicians	35	102	3 570
<b>Total</b>				<b>70</b>		

## Project Results Budget Details (2)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	RRA SEVERNE PRIMORSKE REGIJSKA RAZVOJNA AGENCIJA DOO NOVA GORICA (E10116828 - Slovenia)	Slovenia	Teachers/Trainers/Researchers	25	137	3 425
2	RRA SEVERNE PRIMORSKE REGIJSKA RAZVOJNA AGENCIJA DOO NOVA GORICA (E10116828 - Slovenia)	Slovenia	Technicians	22	102	2 244
<b>Total</b>				<b>47</b>		



## Project Results Budget Details (2)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	UNIVERSIDAD DE MALAGA (E10209121 - Spain)	Spain	Teachers/Trainers/Researchers	25	137	3 425
2	UNIVERSIDAD DE MALAGA (E10209121 - Spain)	Spain	Technicians	22	102	2 244
<b>Total</b>				<b>47</b>		



## Project Results Budget Details (2)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	INTERNET WEB SOLUTIONS SL (E10123183 - Spain)	Spain	Teachers/Trainers/Researchers	25	137	3 425
2	INTERNET WEB SOLUTIONS SL (E10123183 - Spain)	Spain	Technicians	22	102	2 244
<b>Total</b>				<b>47</b>		



## Project Results Budget Details (2)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	UNIVERSITA DEGLI STUDI GABRIELE D'ANNUNZIO DI CHIETI-PESCARA (E10208853 - Italy)	Italy	Teachers/Trainers/Researchers	25	214	5 350
2	UNIVERSITA DEGLI STUDI GABRIELE D'ANNUNZIO DI CHIETI-PESCARA (E10208853 - Italy)	Italy	Technicians	22	162	3 564
<b>Total</b>				<b>47</b>		

## Project Results Budget Details (2)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	IDP SAS DI GIANCARLO COSTANTINO (ITALIAN DEVELOPMENT PARTNERS) (E10211467 - Italy)	Italy	Teachers/Trainers/Researchers	25	214	5 350
2	IDP SAS DI GIANCARLO COSTANTINO (ITALIAN DEVELOPMENT PARTNERS) (E10211467 - Italy)	Italy	Technicians	22	162	3 564
<b>Total</b>				<b>47</b>		



## Project Results Budget Details (2)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	UNIVERZITA KOMENSKEHO V BRATISLAVE (E10208633 - Slovakia)	Slovakia	Teachers/Trainers/Researchers	25	74	1 850
2	UNIVERZITA KOMENSKEHO V BRATISLAVE (E10208633 - Slovakia)	Slovakia	Technicians	22	55	1 210
<b>Total</b>				<b>47</b>		

## Project Results Budget Details (2)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	SLOVAK BUSINESS AGENCY (E10209215 - Slovakia)	Slovakia	Teachers/Trainers/Researchers	25	74	1 850
2	SLOVAK BUSINESS AGENCY (E10209215 - Slovakia)	Slovakia	Technicians	22	55	1 210
<b>Total</b>				<b>47</b>		

## Project Results Budget Details (2)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	INSTITUT DE HAUTE FORMATION AUX POLITIQUES COMMUNAUTAIRES (E10010821 - Belgium)	Belgium	Teachers/Trainers/Researchers	25	214	5 350
2	INSTITUT DE HAUTE FORMATION AUX POLITIQUES COMMUNAUTAIRES (E10010821 - Belgium)	Belgium	Technicians	22	162	3 564
<b>Total</b>				<b>47</b>		

## Project Results Details (3)

Result ID	3
Result Title	Training development and Test & Validation with 300 targets
Result Leading Organisation	UNIVERZITA KOMENSKEHO V BRATISLAVE (E10208633 - Slovakia) PR3 is when partners develop and test training tools targeted to HE students to enhance their employability  PR3 consists of comprehensive training materials tailored on the most wanted skills required by employers from graduates. During proposal, partners focused on 4 clusters of skills/competences: <ul style="list-style-type: none"> <li>•Business Etiquette</li> <li>•Digital Skills</li> <li>•Soft Skills</li> <li>•Smart Working</li> </ul> In PR3 there is the following methodology: > SMEs and industry representatives formalise the set of skills, competences, profiles that are preferred for new entrants; based on their experience, partners from the private sector will be able to pinpoint traits and competences for the profiles of new recruits > Universities define the Learning Outcome and develop the structure of the JUST training adopting the microcredential model and using relevant EU guidelines and official policy documents: <ul style="list-style-type: none"> <li>•Cedefop "Defining, writing and applying learning outcomes: A European handbook"</li> <li>•EU Commission "A European approach to micro-credentials", Dec. 2020</li> <li>•EU Commission "The European Qualifications Framework: supporting learning, work and cross-border mobility"</li> </ul> > Based on the above, partners jointly develop the content and training
Result Description (including: needs analysis, target groups, elements of innovation, expected impact and transferability potential)	<p>The joint curricula allow HEIs to be more competitive and responsive to market needs, by equipping students with skills and competences demanded by employers, in turn SMEs have better chance to retain talents that matches their expectations. The final beneficiaries will be students considering their opportunity to train on what they need to transit into the world of work</p> <p>The JUST training will be developed in EN and uploaded on the OER Platform. After internal review by senior member from all partners, P7 (formal lead organisation of this PR) and P1, and upon positive feedback, all material will be translated in ES, IT, SI, SK so to boost its international visibility and adoption from external parties</p> <p>The JUST training will be piloted to 300 learners so as to get a better sense on its "grip-effect" and relevance. The piloting phase represents also an opportunity to validate and assess the ease of use of the content, its user friendliness and overall appeal</p> <p>P6 will share will all partners guidelines for the delivery highlighting expected learning outcomes, specific schedule and tools. Users' comments and feedback will allow partners to finetune the JUST Training for full deployment during and after the project</p> <p><b>INNOVATION</b>  At present there are no educational offers targeted at HE student of such "hybrid" kind (if they do exist, they are very expensive and not available at the large population of HE students). PR3's training encompasses in a systemic manner a set of knowledge (business (n)etiquette, digital and soft skills, remote management) that are either treated separately; OR are not treated at all. Topics like "smart working" and "business (n)etiquette" have become relevant only due to the pandemic and shift to</p>

	<p>digital in 2020. As such, JUST is highly innovative. PR3's innovation lies also on the piloting method by involving diverse groups of interest from different countries, economic contexts and sectors (see next section for further reference)</p> <p><b>IMPACT</b>  PR3 has 3-fold impact:  -on JUST project: PR3 allows to fine-tune, adjust and improve the JUST operational and educational tools based on users' feedback  -direct impact on target groups: at least 300 across 5 countries. These 300 will be the first users to obtain training and improve their skills/competences  -PR3 will have considerable impact also on partners that will test HEI-SME collaboration and enrich their service provision</p> <p><b>TRANSFERABILITY</b>  By being multilingual and available through the OER Platform, PR3 JUST training &amp; tools are highly transferrable to other countries, contexts and sectors. The JUST tools are not only cross border (i.e. can be applied in different countries) but also cross-sectorial as it can be applied to different segments of the educational and business sectors</p>
Result Type	<p>Learning / teaching / training material – Toolkit</p> <p>An important aspect is that in PR3 activities partners will be:  GREEN: paperless as much as possible and JUST will be delivered in an environmentally friendly fashion  INCLUSIVE: JUST is diversity-informed and inclusive. Not only the content and structure of the training are “diverse” but they are also inclusive (no discrimination on the basis of gender, sexual orientation, migration background, belief)  DIGITAL: the JUST OER will be the digital gateway for training and results that are “digital by default” (digital skills, remote working, netiquette)</p> <p><b>T1 Develop JUST training in 5 languages</b>  Under the supervision of P6, partners develop the JUST training by contributing with their specific experience and professional knowledge in the domains of Business, Digital and Soft Skills, Remote Management. The exact structure of training, modules, units will be agreed by partners after completion of PR2, on the basis of emerging results</p>
Please describe the division of work, the tasks leading to the production of the result and the applied methodology	<p>The development of the training will rely on a collaborative approach between HEI and SME to maximise the impact of learning outcomes, and most importantly, the coherence and relevance of JUST against criteria of:</p> <ol style="list-style-type: none"> <li>1 usefulness for students</li> <li>2 usability from HEIs</li> <li>3 reliability for SMEs</li> </ol> <p>The methodology considers “operational relevance”, meaning that there is considerable role played by the private sector partners to provide concrete, actionable and directly applicable contributions to the JUST tools.</p> <p>All material will be available for free on the OER Platform with no sort of access certification / log in credentials required.  S 01/05/22  E 31/10/22  D 6M</p> <p><b>T2 Translations</b>  Training content will be developed in EN. After review from partners, all training material will be translated in ES, IT, SI, SK so to further boost its international visibility and adoption from external parties (i.e. the</p>

	<p>replicability of PR3 outside of the JUST partnership).</p> <p>S 1/10/22 E 31/12/22 D 3M</p> <p>T3 Draft of Validation Plan Formally developed by P6 in collaboration with App., the plan with assure for coherence of approach and consistency and comparability of results S 1/10/22 E 31/12/22 D 3M</p> <p>T4 Piloting phase w/300 targets JUST foresees 3 different delivering plans: •Classroom delivery at university with visiting lecturers from private sector (from M14 to M20 and M23 to M27, in conjunction with traditional academic semesters) •Classroom delivery at enterprises with university teaching staff accompanying (work-based learning; field trip; job shadowing; research/thesis work, etc.) •Virtual delivery with cross-border teaching exchanges between universities and enterprises from the different countries (i.e. the Spanish SME teaching in Slovak HEI)</p> <p>The knowledge transfer that generates from letting HE personnel and SMEs' staff to conduct the piloting phase in the counterpart's environment, is a clear advantage to finetune training's content to the many needs addressed by JUST (education, employability and retainment of talents) S 1/12/22 E 31/1/24 D 14M</p> <p>T5 Final rendering Partners will gather feedback from the audience so to get a sense on their level of overall satisfaction with the training and perception of usefulness of the content within. P6, in coordination with App., will be responsible for the unification of finding and will share will partners recommendation for content finetuning S 1/2/24 E 30/4/24 D 3M</p> <p>DIVISION OF WORK Under the supervision of P6 (with contributions from App), all partners are involved in the development of training content, translation, piloting and rendering of final version of the training. •HE partners will contribute by developing the tools from the viewpoint of the academic expert and will be responsible for the theoretical models upon the selected training areas •Private sector partners (both SMEs and facilitators/associations) will provide the perspective of practitioners in the field and will integrate theoretical notions with operative case scenarios applied to the same training areas.</p>
Result Production Start Date (dd-mm-yyyy)	01-05-2022
Result Production End Date (dd-mm-yyyy)	30-04-2024
Result Languages	Slovak , Slovenian , Spanish , English , Italian
Result Media	Publications , Text , Text File , Service , Other
Result Participating Organisations	Fakulteta za medije (E10212220 - Slovenia) , RRA SEVERNE

PRIMORSKE REGIJSKA RAZVOJNA AGENCIJA DOO NOVA  
GORICA (E10116828 - Slovenia) , UNIVERSIDAD DE MALAGA  
(E10209121 - Spain) , INTERNET WEB SOLUTIONS SL (E10123183 -  
Spain) , UNIVERSITA DEGLI STUDI GABRIELE D'ANNUNZIO DI  
CHIETI-PESCARA (E10208853 - Italy) , IDP SAS DI GIANCARLO  
COSTANTINO (ITALIAN DEVELOPMENT PARTNERS) (E10211467 -  
Italy) , SLOVAK BUSINESS AGENCY (E10209215 - Slovakia) ,  
INSTITUT DE HAUTE FORMATION AUX POLITIQUES  
COMMUNAUTAIRES (E10010821 - Belgium)

### Project Results Budget (3)

Result ID	Organisation	Managers (EUR)	Teachers / Trainers / Researchers (EUR)	Technicians (EUR)	Administrative staff / Volunteers (EUR)	Grant (EUR)
1	Fakulteta za medije (E10212220 - Slovenia)	0	6 576	4 896	0	11 472
2	RRA SEVERNE PRIMORSKE REGIJSKA RAZVOJNA AGENCIJA DOO NOVA GORICA (E10116828 - Slovenia)	0	6 576	4 896	0	11 472
3	UNIVERSIDAD DE MALAGA (E10209121 - Spain)	0	5 754	4 284	0	10 038
4	INTERNET WEB SOLUTIONS SL (E10123183 - Spain)	0	3 425	2 550	0	5 975
5	UNIVERSITA DEGLI STUDI GABRIELE D'ANNUNZIO DI CHIETI-PESCARA (E10208853 - Italy)	0	8 988	6 804	0	15 792
6	IDP SAS DI GIANCARLO COSTANTINO (ITALIAN DEVELOPMENT PARTNERS) (E10211467 - Italy)	0	5 350	4 050	0	9 400
7	UNIVERZITA KOMENSKÉHO V BRATISLAVE (E10208633 - Slovakia)	0	4 070	3 025	0	7 095
8	SLOVAK BUSINESS AGENCY (E10209215 - Slovakia)	0	2 368	1 760	0	4 128
9	INSTITUT DE HAUTE FORMATION AUX POLITIQUES COMMUNAUTAIRES (E10010821 - Belgium)	0	6 848	5 184	0	12 032
<b>Total (EUR)</b>		<b>0</b>	<b>49 955</b>	<b>37 449</b>	<b>0</b>	<b>87 404</b>





## Project Results Budget Details (3)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	Fakulteta za medije (E10212220 - Slovenia)	Slovenia	Teachers/Trainers/Researchers	48	137	6 576
2	Fakulteta za medije (E10212220 - Slovenia)	Slovenia	Technicians	48	102	4 896
<b>Total</b>				<b>96</b>		

### Project Results Budget Details (3)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	RRA SEVERNE PRIMORSKE REGIJSKA RAZVOJNA AGENCIJA DOO NOVA GORICA (E10116828 - Slovenia)	Slovenia	Teachers/Trainers/Researchers	48	137	6 576
2	RRA SEVERNE PRIMORSKE REGIJSKA RAZVOJNA AGENCIJA DOO NOVA GORICA (E10116828 - Slovenia)	Slovenia	Technicians	48	102	4 896
<b>Total</b>				<b>96</b>		



## Project Results Budget Details (3)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	UNIVERSIDAD DE MALAGA (E10209121 - Spain)	Spain	Teachers/Trainers/Researchers	42	137	5 754
2	UNIVERSIDAD DE MALAGA (E10209121 - Spain)	Spain	Technicians	42	102	4 284
<b>Total</b>				<b>84</b>		



## Project Results Budget Details (3)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	INTERNET WEB SOLUTIONS SL (E10123183 - Spain)	Spain	Teachers/Trainers/Researchers	25	137	3 425
2	INTERNET WEB SOLUTIONS SL (E10123183 - Spain)	Spain	Technicians	25	102	2 550
<b>Total</b>				<b>50</b>		

### Project Results Budget Details (3)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	UNIVERSITA DEGLI STUDI GABRIELE D'ANNUNZIO DI CHIETI-PESCARA (E10208853 - Italy)	Italy	Teachers/Trainers/Researchers	42	214	8 988
2	UNIVERSITA DEGLI STUDI GABRIELE D'ANNUNZIO DI CHIETI-PESCARA (E10208853 - Italy)	Italy	Technicians	42	162	6 804
<b>Total</b>				<b>84</b>		

### Project Results Budget Details (3)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	IDP SAS DI GIANCARLO COSTANTINO (ITALIAN DEVELOPMENT PARTNERS) (E10211467 - Italy)	Italy	Teachers/Trainers/Researchers	25	214	5 350
2	IDP SAS DI GIANCARLO COSTANTINO (ITALIAN DEVELOPMENT PARTNERS) (E10211467 - Italy)	Italy	Technicians	25	162	4 050
<b>Total</b>				<b>50</b>		

### Project Results Budget Details (3)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	UNIVERZITA KOMENSKEHO V BRATISLAVE (E10208633 - Slovakia)	Slovakia	Teachers/Trainers/Researchers	55	74	4 070
2	UNIVERZITA KOMENSKEHO V BRATISLAVE (E10208633 - Slovakia)	Slovakia	Technicians	55	55	3 025
<b>Total</b>				<b>110</b>		

### Project Results Budget Details (3)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	SLOVAK BUSINESS AGENCY (E10209215 - Slovakia)	Slovakia	Teachers/Trainers/Researchers	32	74	2 368
2	SLOVAK BUSINESS AGENCY (E10209215 - Slovakia)	Slovakia	Technicians	32	55	1 760
<b>Total</b>				<b>64</b>		



### Project Results Budget Details (3)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	INSTITUT DE HAUTE FORMATION AUX POLITIQUES COMMUNAUTAIRES (E10010821 - Belgium)	Belgium	Teachers/Trainers/Researchers	32	214	6 848
2	INSTITUT DE HAUTE FORMATION AUX POLITIQUES COMMUNAUTAIRES (E10010821 - Belgium)	Belgium	Technicians	32	162	5 184
<b>Total</b>				<b>64</b>		

## Project Results Details (4)

Result ID	4
Result Title	JUST Implementation Suite
Result Leading Organisation	RRA SEVERNE PRIMORSKE REGIJSKA RAZVOJNA AGENCIJA DOO NOVA GORICA (E10116828 - Slovenia)
Result Description (including: needs analysis, target groups, elements of innovation, expected impact and transferability potential)	<p>PR4 is conceived as a comprehensive set of guidelines to mainstream and facilitate the replicability of the JUST beyond the formal timeline of the project and partnership itself. The aforementioned set of guidelines is arranged into two different documents that will be produced by partners:</p> <ul style="list-style-type: none"> <li>•IMPLEMENTATION SUITE: to promote the uptake of the JUST project results and deliverables beyond the scope of the partnership and the scale of the project and after the end of the co-funding from Erasmus+ The document will outline functionalities of the JUST OER Platform, the operational lessons learned from PR2, the perspective of what worked and what could have been improved on the basis of the execution and deployment of the JUST training in PR3, along the following elements: <ul style="list-style-type: none"> <li>-communication with target groups and attendees</li> <li>-enrolment</li> <li>-classroom management</li> <li>-blended learning and online delivery</li> <li>-learners' feedback</li> <li>-suggestions on how to deliver training in diverse operational settings</li> </ul> </li> <li>The IMPLEMENTATION SUITE is the operational guideline for other operators of the education and training ecosystem concerned with HE, employability and HR. The IMPLEMENTATION SUITE will serve as a support for the implementation of the JUST project in other organisations beyond the partners to adopt and embed the training in their activities. The IMPLEMENTATION SUITE includes tools for the delivery of the training and represent the set of guidelines for other universities and SMEs to adapt and adopt the JUST tools to enhance collaboration develop curricula, joint teaching, etc.</li> <li>•GREEN PAPER ON HEIs/SMEs COLLABORATION: this document collects lessons learned acquired during implementation and consolidates the wealth of knowledge on the dynamics pertaining to collaborative dynamics between SMEs and HEIs to strengthen students' employability and their competitiveness in the labour market.</li> </ul> <p>The GREEN PAPER provides inputs to "evidence-based" policy making in the field of HE, employability, social inclusion and equal opportunities. PR4 is the policy guideline that informs policy makers and stakeholders on the dynamics of training and education for students' employability in the labour market, translating the experience and results of the project as elements for the "policy and practice".</p> <p>The GREEN PAPER will establish clear operational and policy linkages between the project and the public policy level. The GREEN PAPER will also collate all the experience of the JUST project and provide inputs to the evidence-based policy making in the field of "entrepreneurial university", university/industry collaboration, socio-economic development, etc.</p> <p><b>INNOVATION</b></p> <p>PR4 is highly innovative as it produces impact at systemic level in the domain of HE, employability, social inclusion and equal opportunities, and mainstream JUST outside the partnership and after project completion, strengthening the relevance of trans-dimensional collaboration between HEIs and SMEs as an operational and policy item.</p> <p><b>IMPACT</b></p> <p>PR4 empowers and equips stakeholders and policy makers to better plan and deliver capacity building initiatives as well as shape policies that are informed by project results. PR4 allows to amplify the impact of the project and sustain its results beyond Erasmus+ co-financing. PR4</p>

## Result Type

facilitates the replicability of the project by informing other SMEs and HEIs and the quality and quantity of activities that have been implemented to formalise plans and strategies for long-term collaborative dynamics.

### TRANSFERABILITY

PR4 is instrumental to promote the transferability and adaptability of project results to other actors (in both education, training and policy making). The GREEN PAPER promotes JUST to a higher level of implementation, for instance not solely from a learning point of view, but also at policy and practice. PR4 will advance policy dialogue, defining links between the world of education and training by exploiting the opportunities for long-term collaborations between HEIs and SMEs

Studies / analysis – Best practice guidelines / report

PR4 is broken down in 2 tasks:

#### T1 Implementation Suite

On the basis of PR3 and all PRs' experiences, P2 will collate inputs and findings from the pilot deployment and validation phases in the Implementation Suite that combines the lessons learned from all partners, the comments and feedback from all learners and on that basis outlines clear guidelines for the adoption of the training resources, materials and tools.

The document will give detailed instructions on operational and managerial features, including the delivery mechanisms and other operational aspects of the training

The Implementation Suite provides guidance to teachers/trainers/coaches on the delivery means, structure of the workshops, recommendations on the blended learning capabilities and implementation of the OER eLearning modalities

S 1/2/24

E 30/4/24

D 3M

#### T2 Green Paper on SMEs and HEIs cooperation

This document collects the lessons learned, the wealth of knowledge and praxis accrued at implementation of the project, translating the results and impacts of PR1, PR2 and PR3 into a policy document that puts forward evidence for policy formulation (at public policy level) and definition of actions/programmes (at practice level) aimed at sustaining long term collaborations between HEIs and SMEs to facilitate students' transition into the labour market.

As such, the Green Paper represents the "institutional and operational memory" of the project, consolidating results, findings and policy features experimented at implementation that are poised to inform policies and programmes in the field of employability and social inclusion, university and industry collaboration, education and training.

The Green Paper puts forward ideas and inputs to relevant stakeholders, inviting them to advance the research, policy and practice domains and linking the world of education and training with the world of employability for HE students in tomorrow's labour market.

S 1/2/24

E 30/4/24

D 3M

### DIVISION OF WORK

All partners are involved in the implementation of PR4: this is another opportunity to materialise the complementarity among partners representing the various facets of JUST, i.e. entrepreneurship, HE, research and socio-economic development.

Please describe the division of work, the tasks leading to the production of the result and the applied methodology

P2 will lead this project result being the best positioned partner to transfer JUST's deliverables to public and policy level dimension. RRA is a formal entrepreneurship promotion agency and as such is the institutional glue between the world of academia, private industry, and policy dimension. RRA has vast background in contributing to policy debate at national and international level.

P2 will collate inputs from all partners and will monitor their compliance with timeline and quality standards.

More specifically:

- App., P2, P4, P6 will provide the perspective of the formal HEI at international scale and contribute to both Implementation Suite and Green paper by sharing their management experience of large educational and training programmes.
- P3 and P5 represents the interests of industry and private sector: IWS contributes to PR4 by providing its expertise on new technologies and innovative approaches towards blended learning using ICT; IDP provides the perspective of the formal management consultant on Innovation and Management already collaborating at regional, national and international scale with HEIs
- P7 is an SME development agency operating at transnational level and leverages on numerous formal collaborations with international HEIs. P8 will share relevant know-how and experiences properly conceived to facilitate collaborative dynamics between SMEs and HEIs to promote students' employability.
- P8 contributes to the guidelines from the perspective of the non-formal education and training provider with NGO status, precisely on the aspects of diversity management in classroom. Contributes to the Green Paper providing linkages with pan-European trends pertaining to the nurturing of long-term collaborations between the SMEs and

Result Production Start Date (dd-mm-yyyy)

01-02-2024

Result Production End Date (dd-mm-yyyy)

30-04-2024

Result Languages

Slovak , Slovenian , Spanish , English , Italian

Result Media

Text , Text File , Database , Dataset

Result Participating Organisations

Fakulteta za medije (E10212220 - Slovenia) , UNIVERSIDAD DE MALAGA (E10209121 - Spain) , INTERNET WEB SOLUTIONS SL (E10123183 - Spain) , UNIVERSITA DEGLI STUDI GABRIELE D'ANNUNZIO DI CHIETI-PESCARA (E10208853 - Italy) , IDP SAS DI GIANCARLO COSTANTINO (ITALIAN DEVELOPMENT PARTNERS) (E10211467 - Italy) , UNIVERZITA KOMENSKÉHO V BRATISLAVE (E10208633 - Slovakia) , SLOVAK BUSINESS AGENCY (E10209215 - Slovakia) , INSTITUT DE HAUTE FORMATION AUX POLITIQUES COMMUNAUTAIRES (E10010821 - Belgium)

## Project Results Budget (4)

Result ID	Organisation	Managers (EUR)	Teachers / Trainers / Researchers (EUR)	Technicians (EUR)	Administrative staff / Volunteers (EUR)	Grant (EUR)
1	Fakulteta za medije (E10212220 - Slovenia)	0	2 466	2 244	0	4 710
2	RRA SEVERNE PRIMORSKE REGIJSKA RAZVOJNA AGENCIJA DOO NOVA GORICA (E10116828 - Slovenia)	0	3 425	2 550	0	5 975
3	UNIVERSIDAD DE MALAGA (E10209121 - Spain)	0	2 466	1 530	0	3 996
4	INTERNET WEB SOLUTIONS SL (E10123183 - Spain)	0	2 055	1 530	0	3 585
5	UNIVERSITA DEGLI STUDI GABRIELE D'ANNUNZIO DI CHIETI-PESCARA (E10208853 - Italy)	0	3 210	2 430	0	5 640
6	IDP SAS DI GIANCARLO COSTANTINO (ITALIAN DEVELOPMENT PARTNERS) (E10211467 - Italy)	0	3 852	2 430	0	6 282
7	UNIVERZITA KOMENSKÉHO V BRATISLAVE (E10208633 - Slovakia)	0	1 332	825	0	2 157
8	SLOVAK BUSINESS AGENCY (E10209215 - Slovakia)	0	1 332	825	0	2 157
9	INSTITUT DE HAUTE FORMATION AUX POLITIQUES COMMUNAUTAIRES (E10010821 - Belgium)	0	3 852	2 430	0	6 282
<b>Total (EUR)</b>		<b>0</b>	<b>23 990</b>	<b>16 794</b>	<b>0</b>	<b>40 784</b>



## Project Results Budget Details (4)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	Fakulteta za medije (E10212220 - Slovenia)	Slovenia	Teachers/Trainers/Researchers	18	137	2 466
2	Fakulteta za medije (E10212220 - Slovenia)	Slovenia	Technicians	22	102	2 244
<b>Total</b>				<b>40</b>		

### Project Results Budget Details (4)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	RRA SEVERNE PRIMORSKE REGIJSKA RAZVOJNA AGENCIJA DOO NOVA GORICA (E10116828 - Slovenia)	Slovenia	Teachers/Trainers/Researchers	25	137	3 425
2	RRA SEVERNE PRIMORSKE REGIJSKA RAZVOJNA AGENCIJA DOO NOVA GORICA (E10116828 - Slovenia)	Slovenia	Technicians	25	102	2 550
<b>Total</b>				<b>50</b>		



## Project Results Budget Details (4)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	UNIVERSIDAD DE MALAGA (E10209121 - Spain)	Spain	Teachers/Trainers/Researchers	18	137	2 466
2	UNIVERSIDAD DE MALAGA (E10209121 - Spain)	Spain	Technicians	15	102	1 530
<b>Total</b>				<b>33</b>		





## Project Results Budget Details (4)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	INTERNET WEB SOLUTIONS SL (E10123183 - Spain)	Spain	Teachers/Trainers/Researchers	15	137	2 055
2	INTERNET WEB SOLUTIONS SL (E10123183 - Spain)	Spain	Technicians	15	102	1 530
<b>Total</b>				<b>30</b>		



## Project Results Budget Details (4)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	UNIVERSITA DEGLI STUDI GABRIELE D'ANNUNZIO DI CHIETI-PESCARA (E10208853 - Italy)	Italy	Teachers/Trainers/Researchers	15	214	3 210
2	UNIVERSITA DEGLI STUDI GABRIELE D'ANNUNZIO DI CHIETI-PESCARA (E10208853 - Italy)	Italy	Technicians	15	162	2 430
<b>Total</b>				<b>30</b>		



## Project Results Budget Details (4)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	IDP SAS DI GIANCARLO COSTANTINO (ITALIAN DEVELOPMENT PARTNERS) (E10211467 - Italy)	Italy	Teachers/Trainers/Researchers	18	214	3 852
2	IDP SAS DI GIANCARLO COSTANTINO (ITALIAN DEVELOPMENT PARTNERS) (E10211467 - Italy)	Italy	Technicians	15	162	2 430
<b>Total</b>				<b>33</b>		



## Project Results Budget Details (4)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	UNIVERZITA KOMENSKEHO V BRATISLAVE (E10208633 - Slovakia)	Slovakia	Teachers/Trainers/Researchers	18	74	1 332
2	UNIVERZITA KOMENSKEHO V BRATISLAVE (E10208633 - Slovakia)	Slovakia	Technicians	15	55	825
<b>Total</b>				<b>33</b>		

### Project Results Budget Details (4)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	SLOVAK BUSINESS AGENCY (E10209215 - Slovakia)	Slovakia	Teachers/Trainers/Researchers	18	74	1 332
2	SLOVAK BUSINESS AGENCY (E10209215 - Slovakia)	Slovakia	Technicians	15	55	825
<b>Total</b>				<b>33</b>		

## Project Results Budget Details (4)

Result ID	Organisation	Country of the Organisation	Category Of Staff	N° of Working Days	Grant per Day (EUR)	Grant (EUR)
1	INSTITUT DE HAUTE FORMATION AUX POLITIQUES COMMUNAUTAIRES (E10010821 - Belgium)	Belgium	Teachers/Trainers/Researchers	18	214	3 852
2	INSTITUT DE HAUTE FORMATION AUX POLITIQUES COMMUNAUTAIRES (E10010821 - Belgium)	Belgium	Technicians	15	162	2 430
<b>Total</b>				<b>33</b>		

## Multiplier Events

Do you plan to include multiplier events in your project?

Yes

### Multiplier Events Summary

Event ID	Leading organisation	Event Title	Starting period	Ending period	Grant
1	Fakulteta za medije (E10212220 - Slovenia)	JUST Project Multiplier Event - Collaboration between HEIs and SMEs: results and findings from the JUST project	03-2024	03-2024	4000.0
2	RRA SEVERNE PRIMORSKE REGIJSKA RAZVOJNA AGENCIJA DOO NOVA GORICA (E10116828 - Slovenia)	Enhancing HEI - SME interaction: Evidences from the JUST project	03-2024	03-2024	3000.0
3	UNIVERSIDAD DE MALAGA (E10209121 - Spain)	Exploiting and mainstreaming the JUST cooperation model: results and finding from the project	03-2024	03-2024	3000.0
4	UNIVERSITA DEGLI STUDI GABRIELE D'ANNUNZIO DI CHIETI-PESCARA (E10208853 - Italy)	Overcome the lack of functional mechanisms to facilitate HEI-SME interaction	04-2024	04-2024	2000.0
5	IDP SAS DI GIANCARLO COSTANTINO (ITALIAN DEVELOPMENT PARTNERS) (E10211467 - Italy)	Labour Makers, Private Sector and Higher Education: discussion the opportunities to sustain a convergence of interests	04-2024	04-2024	2000.0
6	UNIVERZITA KOMENSKEHO V BRATISLAVE (E10208633 - Slovakia)	JUST Project Multiplier Event - what lessons learning form the JUST project?	04-2024	04-2024	6000.0
7	INSTITUT DE HAUTE FORMATION AUX POLITIQUES COMMUNAUTAIRES (E10010821 - Belgium)	International Roundtable on SMEs and HEIs alliance: enhancing collaboration practices and boosting students' employability.	04-2024	04-2024	3000.0
					23000.0

Grant support for multiplier events can only be asked for if the project intends to produce substantial project results. Other sharing and promotion activities will be supported via the Project Management and Implementation grant.

## Multiplier Events Details

Event ID	1
Event Title	JUST Project Multiplier Event -Collaboration between HEIs and SMEs: results and findings from the JUST project
Event Leading Organisation	Fakulteta za medije (E10212220 - Slovenia)
Country of Venue	Slovenia
Event Description (Including: Targets groups and objectives)	<p>In M29, FAM will host in Slovenia a Multiplier Events with the objective to valorise, exploit and mainstream project' results developed by partners throughout JUST implementation</p> <p>The ME will take place towards the end of the project so that participants can experience the entire timeline of JUST: form the background assessment before proposal to exploitation guidelines developed in conjunction with PR4</p> <p>At least 40 national participants will participate in the event. They are representatives of HE institutions, SMEs, entrepreneurs and private sector in the domain of collaboration with HEIs for the development of skills and competences of the future workforce</p> <p>The ME is intended to promote and valorise JUST' PRs so as to enhance their visibility among relevant stakeholders, and most importantly, to boost its replicability opportunities beyond the partnership and the formal conclusion of the EU co-financing cycle. Participants will have the opportunity to assess and evaluate in first person the relevancy of the JUST projects based on the current market's needs and how project's results might benefit their operational settings</p> <p>After the formal welcome, a tentative agenda might be as follows:</p> <ol style="list-style-type: none"> <li>1. introduction to JUST project: needs-analysis and skills-gap assessment (the ratio of the project)</li> <li>2. presentation of the project: timeline, PRs, and expected outcomes</li> <li>3. presentation of the consortium and participating organisations</li> <li>4. visibility and mainstreaming of each PRs <ol style="list-style-type: none"> <li>a. PR1: JUST L OER Platform – content, functionalities and exploitation opportunities</li> <li>b. PR2: JUSTR Models and Tools</li> <li>c. PR3: training development and validation phase – structure and content of the training material + results from the targets' feedbacks and satisfaction assessment</li> <li>d. Operative guidelines for community of practice– ways, means and plans to replicate JUST -like initiatives in other formal/informal settings</li> <li>e. Policy Recommendation – inputs addressed to the policy domain to tackle the challenges for HEI-SME interaction</li> </ol> </li> <li>5. Q&amp;A, formal conclusion</li> </ol> <p>The event will be promoted via online and offline means by all partners. This is a way for the project to outreach and gain even greater international visibility</p>
Event Start Date (dd-mm-yyyy)	2024-03-01
Event End Date (dd-mm-yyyy)	2024-03-31
Project Results Covered	Project Results Details (1) Project Results Details (2) Project Results Details (3) Project Results Details (4)
Event other Participating Organisations	



**Multiplier Events Budget**

Event ID	1
Organisation	Fakulteta za medije (E10212220 - Slovenia)
Country of the Organisation	Slovenia
Local Participants	40
Foreign Participants	0
Participants in virtual events	0
Grant per Local Participant	100.0
Grant per Foreign Participant	200.0
Grant per Participant in virtual events	15
Grant	4000.0

## Multiplier Events Details

Event ID	2
Event Title	Enhancing HEI - SME interaction: Evidences from the JUST project
Event Leading Organisation	RRA SEVERNE PRIMORSKE REGIJSKA RAZVOJNA AGENCIJA DOO NOVA GORICA (E10116828 - Slovenia)
Country of Venue	Slovenia
	The ME organised by RRA SI in March 2024 will involve at least 30 local participants.
	The cohort of participants will involve: members of HEI institutions (academic staff and students), representatives of SMEs, intermediaries/associations of SMEs, job seekers, aspiring entrepreneurs, groups of interest and community of practice
	The event will be aimed to: >boost the VISIBILITY of the project >enhance the VALORISATION and EXPLITATION of JUST' results by other stakeholders of relevance
	RRA SI will guide participants through the project starting from needs analysis and background needs assessment conducted before submission, as formal "ratio" of the proposal
	From there, RRA SI will showcase the JUST OER Platform, including: IT functionalities, means for communication and promotion of project results, contents
Event Description (Including: Targets groups and objectives)	<p>A dedicated section of the ME will be dedicated to discuss findings and results emerged from PR2 assessment with specific reference to the IS context, and the IS context compared to EU and international ecosystems. The uptake of these results among participant is very relevant to enhance their awareness on the phenomenon and the kind of context in which they are currently operating</p> <p>RRA SI will later proceed to show participants how partners tackled the needs and skill-gaps as emerged from PR2 assessment. The organisation will provide for a detailed explanation of content, structure, and learning outcomes for each sub-didactic unit. Later, RRA SI will present partners results from the satisfaction survey conducted among targets throughout validation in pilot version</p> <p>Before conclusion, an intense part of the ME will be dedicated to show participants the contribution and exploitation of each PR4 deliverables:</p> <ul style="list-style-type: none"> <li>- the operational/mainstreaming guidelines, addressing HEIs and other relevant private sector stakeholders so as to give them guidance on how to implement JUST-like initiative in their operational content</li> <li>- the JUST Green Paper, addressing the policy level operating in the domain of collaboration between HEIs and SMEs in .</li> </ul> <p>The event will take place in Slovenia but it will be promoted, communicated and mainstreamed via online and offline media by all partners so as to enlarge its transnational visibility</p>
Event Start Date (dd-mm-yyyy)	2024-03-01
Event End Date (dd-mm-yyyy)	2024-03-31
Project Results Covered	Project Results Details (1) Project Results Details (2) Project Results Details (3) Project Results Details (4)
Event other Participating Organisations	

**Multiplier Events Budget**

Event ID	2
Organisation	RRA SEVERNE PRIMORSKE REGIJSKA RAZVOJNA AGENCIJA DOO NOVA GORICA (E10116828 - Slovenia)
Country of the Organisation	Slovenia
Local Participants	30
Foreign Participants	0
Participants in virtual events	0
Grant per Local Participant	100.0
Grant per Foreign Participant	200.0
Grant per Participant in virtual events	15
Grant	3000.0

## Multiplier Events Details

Event ID	3
Event Title	Exploiting and mainstreaming the JUST cooperation model: results and finding from the project
Event Leading Organisation	UNIVERSIDAD DE MALAGA (E10209121 - Spain)
Country of Venue	Spain
Event Description (Including: Targets groups and objectives)	<p>UMA will invite representatives of his network's HE organizations, companies and local stakeholders. During this event, all the intellectual outputs will be promoted to at least 30 participants</p> <p>The one day event will include presentations, discussions, workshops and testing sessions. Hosting partners will also develop and distribute to the participants informative Kits, brochures and printed samples of the JUST Project.</p> <p>Feedback and ideas on how the outputs can be integrated within the HE curricula of the organizations will be collected and used to ensure the sustainability of the project.</p>
Event Start Date (dd-mm-yyyy)	2024-03-01
Event End Date (dd-mm-yyyy)	2024-03-31
Project Results Covered	Project Results Details (1) Project Results Details (2) Project Results Details (3) Project Results Details (4)
Event other Participating Organisations	

## Multiplier Events Budget

Event ID	3
Organisation	UNIVERSIDAD DE MALAGA (E10209121 - Spain)
Country of the Organisation	Spain
Local Participants	30
Foreign Participants	0
Participants in virtual events	0
Grant per Local Participant	100.0
Grant per Foreign Participant	200.0
Grant per Participant in virtual events	15
Grant	3000.0

## Multiplier Events Details

Event ID	4
Event Title	Overcome the lack of functional mechanisms to facilitate HEI-SME interaction
Event Leading Organisation	UNIVERSITA DEGLI STUDI GABRIELE D'ANNUNZIO DI CHIETI-PESCARA (E10208853 - Italy)
Country of Venue	Italy
Event Description (Including: Targets groups and objectives)	<p>The Italian Partner will organise a Multiplier Event in March 2024. A min of 20 national participants is estimated. The participating audience will represent the cohort of targets addressed by the project: SME representing different economic sectors, , HEIs institutions (students and academic staff), private sector representatives, aspiring, entrepreneurs, job seekers in the domain of education, training, employment.</p> <p>The setting of the multiplier events will be very practical and operative-oriented:</p> <ul style="list-style-type: none"> <li>• UDA will guide participants through the exploitation of the training material highlighting key notes and concepts emerging from each sub-didact unit</li> <li>• UDA will facilitate private sector representatives in familiarising with the training content as well, but from the perspective of the employer and labour demand</li> <li>• • Other HEIs institutions members, students, trainers and facilitators will benefit from the mainstreaming, promotion and exploitation of the operational guidelines: the set of inputs, lessons learned and best practices facilitating the replicability and (re)implementation of the JUST project in other domains of practice</li> </ul> <p>All participants will receive also detailed information on functionalities covered by the JUST OER Platform as the formal digital repository and online legacy of the project. The Platform stands as the virtual identity of the project and as such it will be presented to all relevant stakeholders</p> <p>All other participating organisation contribute to the promotion and visibility of the event organised by UDA by both online and offline means. This will greatly contribute to its international mainstreaming</p>
Event Start Date (dd-mm-yyyy)	2024-04-01
Event End Date (dd-mm-yyyy)	2024-04-30
Project Results Covered	Project Results Details (1) Project Results Details (2) Project Results Details (3) Project Results Details (4)
Event other Participating Organisations	

**Multiplier Events Budget**

Event ID	4
Organisation	UNIVERSITA DEGLI STUDI GABRIELE D'ANNUNZIO DI CHIETI-PESCARA (E10208853 - Italy)
Country of the Organisation	Italy
Local Participants	20
Foreign Participants	0
Participants in virtual events	0
Grant per Local Participant	100.0
Grant per Foreign Participant	200.0
Grant per Participant in virtual events	15
Grant	2000.0

## Multiplier Events Details

Event ID	5
Event Title	Labour Makers, Private Sector and Higher Education: discussion the opportunities to sustain a convergence of interests
Event Leading Organisation	IDP SAS DI GIANCARLO COSTANTINO (ITALIAN DEVELOPMENT PARTNERS) (E10211467 - Italy)
Country of Venue	Italy
	The Italian partners IDP will organise a multiplier event in Italy in March 2024 with at least 20 national attendees
	IDP is an energetic consultancy company with nearly 30 years of expertise on International Project Management, but it is also a vibrant SMEs deeply rooted in the territory. Over the years, IDP has already promoted, development and implemented long-standing collaborative relations with HEIs across Europe to promote training and employability of students
	They formally represent one of the targets of the project and are also carriers of best practices. In its Multiplier Event, IDP will invite other SMEs, local policy makers, representatives of business associations and student associations so as to discuss and mainstream the project, but also to share its experience and engage other SMEs/employers to follow the example
	After a formal and in-depth presentation of the project, its background and the needs analysis from with the proposal takes formal inspiration, IDP will show participants the JUST OER platforms, its content and what benefits it contributes to
Event Description (Including: Targets groups and objectives)	IDP will then present the Cooperation Model as developed by partners: together with attendees, IDP will invite them to brainstorm on how they might be able to embed as new strategic framework to network with the territory, nurture and retain young potential talents
	Part of the ME will be also dedicated to show partners what is the training material about, and what content partners foreseen during proposal and implementation as of key relevance for students' employability and competitiveness in the labour market
	After, and towards the conclusion panel, IDP will share with partners both the Green Paper and the Green Implementation suite. The first one is of great interest for the representatives of local public authorities attending the event, being the Suite in fact specifically conceived for their use and exploitation so as to facilitate a renewed policy interest on such collaborative models between SMEs and HEIs. The Second one is instead dedicated to representatives from both the HE ecosystem and the private sector, detailing specific guidelines, recommendation and key success factors to design, develop and sustain in the long run cooperation frameworks as designed by JUST
	This ME represents firstly and foremost an opportunity to bring together the world of Academia and SMEs/employer and giving them a proper space for discussion and reciprocal understanding.
	All partners will be committed to promote online and offline the event hosted by IDP. Each partner will rely on others' experience on Communication and Promotion to uptake the outreach of the project, and boost its international (and trans-sectorial) visibility
Event Start Date (dd-mm-yyyy)	2024-04-01
Event End Date (dd-mm-yyyy)	2024-04-30
Project Results Covered	Project Results Details (1) Project Results Details (2) Project Results Details (3) Project Results Details (4)
Event other Participating Organisations	

**Multiplier Events Budget**

Event ID	5
Organisation	IDP SAS DI GIANCARLO COSTANTINO (ITALIAN DEVELOPMENT PARTNERS) (E10211467 - Italy)
Country of the Organisation	Italy
Local Participants	20
Foreign Participants	0
Participants in virtual events	0
Grant per Local Participant	100.0
Grant per Foreign Participant	200.0
Grant per Participant in virtual events	15
Grant	2000.0



## Multiplier Events Details

Event ID	6
Event Title	JUST Project Multiplier Event - what lessons learning form the JUST project?
Event Leading Organisation	UNIVERZITA KOMENSKEHO V BRATISLAVE (E10208633 - Slovakia)
Country of Venue	Slovakia
Event Description (Including: Targets groups and objectives)	<p>Bratislava University and Slovak Business Agency will organize an one day multiplier event in Bratislava with an expected audience of at least 60 participants (30 by BU + 30 by SBA) The format of the event will involve key presentations of EU situation and strategic objectives concerning joint HEI – SME collaboration and the need of an integrated approach into the HE system as HE students being more likely to embrace an entrepreneurial career, introduction of Curriculum framework followed by interactive workshops and discussion groups. Participants will be encouraged to test the products, ask questions and provide feedback to the team.</p> <p>Target groups: the organizer will invite representatives/managers of local/regional HE providers, HE professionals and representatives of local school authorities and decision makers. Each participant will receive a kit containing the printed version of the materials, a summary of the project, promotional materials (brochures, posters) and a feedback questionnaire to be returned to the organizers at the end of the event.</p>
Event Start Date (dd-mm-yyyy)	2024-04-01
Event End Date (dd-mm-yyyy)	2024-04-30
Project Results Covered	Project Results Details (1) Project Results Details (2) Project Results Details (3) Project Results Details (4)
Event other Participating Organisations	SLOVAK BUSINESS AGENCY (E10209215 - Slovakia)

## Multiplier Events Budget

Event ID	6
Organisation	UNIVERZITA KOMENSKEHO V BRATISLAVE (E10208633 - Slovakia)
Country of the Organisation	Slovakia
Local Participants	60
Foreign Participants	0
Participants in virtual events	0
Grant per Local Participant	100.0
Grant per Foreign Participant	200.0
Grant per Participant in virtual events	15
Grant	6000.0

## Multiplier Events Details

Event ID	7
Event Title	International Roundtable on SMEs and HEIs alliance: enhancing collaboration practices and boosting students' employability.
Event Leading Organisation	INSTITUT DE HAUTE FORMATION AUX POLITIQUES COMMUNAUTAIRES (E10010821 - Belgium)
Country of Venue	Belgium
Event Description (Including: Targets groups and objectives)	<p>In month 29, IHF will organise in Brussels an "international roundtable" with the aim to mainstream, give visibility and valorise Project Results, and most importantly, to mediate participants' opinion on possible ways to sustain collaboration models between the private sector and the world of education, further ways in which they envision JUST replicability, how they might able to exploit the model in their operative context</p> <p>A number of at least 15 international stakeholders will take part to the event: representatives of academia, business associations, trainers and coaches on employability, experts of HR</p> <p>After formal welcome and introduction, IHF will briefly retrace the history of the project and the JUST's experience as a whole.</p> <ul style="list-style-type: none"> <li>•First, IHF will discuss with participants about the "ratio" beyond JUST proposal in terms of needs assessment, "missed opportunities", gaps and challenges preventing the emergence of long-term sustainable models to develop and implement robust collaboration dynamics between SMEs and HEIs</li> <li>• A brief presentation of the consortium follows immediately after. IHF will show to participant the organisation/institutions involved in the project. For each partner, IHF will list its roles, responsibilities and contributions</li> <li>• From there, IHF will show the participants technical and operative functionalities of the OER Platform as formal repository and "digital" showcase of JUST's deliverables. The JUST OER Platform is one of the most important communication means of the project. It is crucial that targets gain familiarity with the website and are able to appreciate its functionalities</li> <li>• By Navigating the Platform, IHF will access PR2 portal. At that moment, the Belgian organisation will resume targets the main findings emerged from the desk assessment form four different national context and at European level</li> <li>• After presenting the evidences supporting the needs for a renewed Cooperation framework, IHF will proceed to present the Cooperation Model developed by partners: how partners came to that conclusion, challenges in its definition, how partners relied on it during project implementation</li> <li>• IHF will also guide participations through the Training Material developed by partners. A brief presentation of each training module will follow accordingly. In the same context, IHF will show participants reactions, feedback and impressions gathered from targets during piloting</li> <li>• At conclusion of the introduction, IHF will discuss with participants about the implementation suite and green paper: what are they objectives; why they are so strategically relevant for JUST's future sustainability, how to use them, who can benefit from them</li> </ul> <p>At conclusion of this brief retrace of JUST's experience, IHF will open the discussion panel: participants will be encouraged to express their opinions on the needs and topics tackled down by the project, share relevant experiences, brainstorm on further possibilities/opportunities for JUST replicability in their familiar settings</p> <p>The event goes beyond mere Communication and Promotion priorities, it is a real "exploitation" and "valorisation" opportunity</p> <p>All partners will be committed to promote online and offline the event hosted by IHF. Each partner will rely on others' experience on Communication and Promotion to uptake the outreach of the project, and boost its international (and trans-sectorial) visibility.</p>
Event Start Date (dd-mm-yyyy)	2024-04-01

Event End Date (dd-mm-yyyy)	2024-04-30
Project Results Covered	Project Results Details (1) Project Results Details (2) Project Results Details (3) Project Results Details (4)
Event other Participating Organisations	

### Multiplier Events Budget

Event ID	7
Organisation	INSTITUT DE HAUTE FORMATION AUX POLITIQUES COMMUNAUTAIRES (E10010821 - Belgium)
Country of the Organisation	Belgium
Local Participants	0
Foreign Participants	15
Participants in virtual events	0
Grant per Local Participant	100.0
Grant per Foreign Participant	200.0
Grant per Participant in virtual events	15
Grant	3000.0

### Learning, Teaching, Training Activities

Do you plan to include learning, teaching or training activities in your project?	No
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## Special Costs

In this section, you may request budget for types of expenses that are funded based on their actual cost. For more detailed information on what can be supported, please consult the Programme Guide or request advice from your National Agency.

### Inclusion Support

ID	Organisation	Country of the Organisation	N° of Participants eligible for real costs under inclusion	Description and Justification	Requested Grant
Total					,00

### Exceptional Costs

ID	Organisation	Country of the Organisation	Description and Justification	Expected real cost (100%)	Requested Grant (80%)
Total					,00

## Follow-up

### Impact

What is the expected impact of the project on the participants, participating organisations, target groups and other relevant stakeholders?

JUST's impact both target groups and participating organisation, external stakeholders and groups of interest of the proposal. The means foreseen to pursue impacts' objectives are as follows:

- A) Communication, promotion and visibility of JUST will have participants proactively involved in PRs even after its completion considering how deliverables will be freely available for users
- B) Availability of support services to allow targets in empowering their skills, strengthen collaboration axis between HEIs and SMEs
- C) Networking activities of relevant interest groups at local / nation / inter. and UE level
- D) Implementation of the model within the same consortium
- E) Free availability of PRs' deliverables in multilanguage version
- F) Piloting and validation on 300 students + finetuning of the training based on their feedbacks
- G) drafting and finalisation of replicability guidelines so as to sustain JUST adoption beyond the partnership and the EU co-financing

#### 1. IMPACT ON PARTICIPANTS:

- >> HEIs can enhance the provision of their educational offer, better preparing their students for the labour market
- >> SMEs can contribute to the nurturing of future talents, talents from which they can benefit once they will transfer to the labour market
- >> students can better equip themselves with the skills, competences and knowledge demanded by employers and managers

2. IMPACT ON PARTICIPATING ORGANISATIONS: participating organisations will represent the first user of the Cooperation Model and validate in real-time its potentialities. As formal representatives of the target groups and the many interest involved, partners will be better equipped to satisfy their constituencies with much more innovative training solutions in support of employability

3. IMPACT ON TARGET GROUPS: upskilling paths and better competitiveness on the transition from world of education to labour market. Targets will benefit of a comprehensive training materials tailored on the most wanted skills required by employers from graduates. During proposal, partners focused on 4 clusters of skills/competences and knowledge:

- Business Etiquette
- Digital Skills
- Soft Skills
- Smart Working

4. IMPACT ON OTHER ORGANISATIONS AND STAKEHOLDERS: thanks to communication and promotion activities, the free availability of PRs' deliverables, and most, importantly the finalisation of PR4 guidelines for replicability, the EU ecosystem of HE and private labour market (SMEs) will be prepared and equipped to replicate the JUST's Model and pursue their own collaboration strategy. Policy stakeholders can also leverage on JUST's experience to propose concrete policy discussion evolving around the need to establish robust and reliable collaboration mechanisms between the local network of small business and HEIs

IMPACT DURING THE PROJECT: Throughout implementation, JUST will impact organisations and target groups thanks to:

- >their direct involvement, for instance as member of the consortium
- >their direct involvement as targets and most importantly beneficiaries of the training, for instance during PR3 validation phase
- >their direct involvement as groups of interest, in the case of local public administration, communication and promotion targets
- >Multiplier Events organised by partners, as promotion events at very high engagement potential

#### IMPACT AFTER PROJECT LIFETIME:

- > the JUST OER platform will be available for the 3 years after project conclusion, all content (i.e. PRs deliverable) will remain available as well with no sort of log in credentials required
- > partners will embed the Cooperation Model as part of their business and development agenda
- > PR4 is the operational memory of the project. Both documents (Suite and Green Paper) will define clear guidelines and recommendations on how to replicate the JUST's experience, what works and what doesn't for efficient and effective cooperation dynamics between HEIs and SMEs, provision of the training, expected learning outcomes from learners, etc..

What is the desired impact of the project at the local, regional, national, European and/or international levels?

JUST PRs are conceived to be valorised and replicated by other HEIs and SMEs interested in capitalising on partners' experience to implement their own collaborative strategy.

Such Multiplier effects is guaranteed by a proactive and intensive engagement of partners' local, national, international networks. JUST deliverables (i.e. the Cooperation Model, the training material) can be easily transferred and adapted not only in other geographical contexts but also in others domain of education and training (VET).

At Local level:

JUST will enhance the employability opportunities of HE's based on innovative training models. Local SMEs will have the opportunity to meet a more qualified labour force equipped with competences highly demanded by employers. HEIs will be better positioned to satisfy expectations from both students and labour market

At National level:

The spill-over effect of JUST, based on its high replicability, will trigger extensive networks of collaboration between SMEs and HEIs at national level, widening the scope and effects of the cooperation model and training material

At EU/International level:

JUST's experience and the exploitation of the Cooperation Models will nurture the emergence of other international networks of SMEs and HEIs aimed at sustaining the employability opportunities and digital upskilling of HE students. What partners are expecting is to be finally considered as a "best practice" (i.e. a case study) for the design, implementation and development of long-term cooperation between the private sector and the world of formal education and training. The replicability of the model does not end with HEIs: JUST's framework has also high transferability potentials in other domain of education such as VET and AE.

To trigger the above mentioned effects, all partners will intensively engage local, national, EU/International stakeholders strategically relevant to widespread project's awareness, its potentialities, results, and deliverables.

How will you measure the previously mentioned impacts?

Partners will finalise and implement an impact evaluation system based on PRs and deliverables.

Partners will rely on the IMPACT+ methodology developed by the UK ERASMUS+ NATIONAL AGENCY (available at <https://www.erasmusplus.org.uk/impact-and-evaluation> )

This evaluation will be conducted after completion and finalisation of major project milestones (i.e. PRs), and will culminate with the "Impact Evaluation Workshop" as formally part of the closing meeting and the summative evaluation strategy. This impact evaluation system takes consideration of four dimensions...

1. Systemic
2. Organisations
3. Target Groups (and Stakeholders where relevant)
4. Staff

...and it is structured in four different stages

Stage 1 – exploring project aims, identifying outcomes and impacts

Stage 2 – exploring indicators for your outcomes and impacts

Stage 3 – exploring data sources and data collection

Stage 4 – bringing it all together

This exercise will be included into the PR4 implementation suite as formal section based on "lessons learned" and "guidelines for efficiency and effectiveness", moreover it will be presented to the NA in the context of the final report as summative evaluation on cooperation and collaboration mechanism between partners, commitment and engagement level, partners' satisfaction with JUST deliverables.

## Sharing, Promotion and Use of the Project's Results

You are requested to make plans for the sharing and promotion of your project results. Please provide answers to the questions below.

What will be the target groups of your sharing and promotion activities inside and outside your partnership? Please define in particular your target audience(s) at local/regional/national/European/international level and motivate your choice.

JUST proposal counts three target groups:

- HE students
- Universities
- SMEs/employers

These are distributed across three different geographical layers:

### • LOCAL/REGIONAL

Meaning: ME' participants, Piloting targets, but also municipalities and regional policy authorities, Chambers of Commerce, local SMEs and training and education providers established in the territory, employment agencies, third sector associations established in the territory and operating in the field of employability and upskilling for professional development

### • NATIONAL

Meaning: ministries, Industry and Student Associations, Erasmus+ National Agencies, employment and welfare system, partners' networks

### • EU/INTERNATIONAL

Meaning: partners' international networks and previous consortium activated to promote employment and HE-related projects, Members of the EU Parliament, foreign associated partners, etc.

The capillary engagement of the EU/int. dimension is crucial to trigger the replicability of the project and its multiplier effects, and to promote JUST's awareness even beyond the outreach of the partnership. IHF will guide the consortium in this fundamental activity. Established in Brussels, the Belgian NGO represent a key reference for partners for the definition of their strategy, and represent also the official outlet of JUST to the heart of Europe

Quantitative Communication Targets are calculated as follows:

### ONLINE:

- OER Platform: at least 4000 visits
- Partners' websites: an average of 2000 per year ( $2000 \times 9 \text{ partners} = 27000 \times 5.5 \text{ years} = 99000$ )
- Press Releases: a min of 2 press. rel. per partner throughout project lifespan (generally close to relevant achievements, i.e. publication of the OER in multilanguage version):  $2 \times 9 \times 2.5 = \text{minimum } 68 \text{ press release}$  (published on social media and partners' website)
- Social Media: minimum 200 new contacts per partner/year (30 months) = 4500

TOTAL ONLINE: at least 107500 contacts

### OFFLINE:

- Training: the training material developed will partners will integrate and enrich the existing education offer. A conservative estimation indicates 30 participants trained per year/partner =  $30 \times 9 \times 5.5 = 1485$
- Conferences, workshops, etc.: a conservative estimation of 2 conferences per partner/year, min. 20 participants each =  $2 \times 9 \times 5.5 \times 20 = 1980$
- Piloting phase: 300 students
- Multiple events: 8 per 215 participants

TOTAL OFFLINE: at least 3765

### DISSEMINATION AT EU LEVEL:

MEPs: Members of the European Parliament from the Countries involved in the project = 100

COMMITTEE OF THE REGIONS: members of the CoR from the involved Countries = 30

ECONOMIC AND SOCIAL COMMITTEE: the members of the EESC from the Countries involved = 30

PERMANENT REPRESENTATIONS AND REPRESENTATIONS OF REGIONS AND CITIES: information on the project will be disseminated to the Permanent Representations of the involved Countries as well as to the representations in Brussels of the Regions and cities of involved Countries = 30

UMBRELLA ORGANISATIONS, FEDERATIONS, INTEREST GROUPS: an additional 15 contacts will be targeted each year =  $15 \times 5.5 = \text{more than } 80 \text{ contacts}$

INFO DAYS AND EVENTS AT EU LEVEL: IHF takes part in the 100+ events organized annually in Brussels; at least 4 per year will be relevant for ESERALD, with an average participation of 30 people, totalling at least  $(4 \times 5.5 \times 30) = 660$



ERASMUS PIUS NATIONAL AGENCIES: 61 Agencies  
TOTAL EU: at least nearly 1000 contacts

The grand total is therefore a minimum of nearly 112265 contacts

Which activities will you and your partner carry out in order to share the results of your project beyond your partnership?

During proposal, partners discussed and agreed on a draft of the Communication and Promotion Plan developed by IHF (to be revised / updated upon project approval)

The plan will guide partners in terms of targets, exploitable means, guidelines, suggestions and recommendations. Considering the full “online transitions” of societies in response to COVID pandemic, the consortium will make of great use digital and online means, mainly:

- partners’ website, taking into consideration the huge outreach potential guaranteed by HE partners’ institutional website
- project website (OER Platform)
- Press releases
- Social Media Channels

Nevertheless, Offline means remain a fundamental channels to boost JUST’s visibility and increase its awareness among strategic stakeholders, groups of interest, policy makers

More specifically, the considered means fall under the following categories:

1. Direct Contacts: email marketing, networking at local, regional and international level (regarding the EU level, Brussels-based IHF will ensure great engagement promoting JUST activities and expected impacts at Europe’s heart), that is to say, a strategy based on proactive communication to reach out and go beyond every corner of partners’ contacts chain
2. Live Events / visibility events: press conferences, roundtables, meetings, talks and sessions at every geographical level. This focus will continue even after the end of the project presenting and disseminating JUST results and impacts in every relevant institutional and formal circumstance they might be included in. Partners will also rely on press releases in local media (newspapers) and reach out local media outlets (TV and radio stations): this to ensure the reaching of target groups
3. Editorial Material: potentially academic publication/article, press releases and traditional media engagement. Regarding that, a key component of the dissemination plan is the implementation of a strong and reliable web image. JUST website will be available in each partner’s national language plus English as the common working language – so as to make the contents comprehensible to anyone outside the consortium too
4. Congress and Conventions: organised by partners or in which partners take part as audience (so as to bring under the limelight JUST’s experience)
5. Active communication to networks/associations/working groups related, by scope, vision and objective, to the aim of the project (for instance, chambers of commerce)
6. Multiplier events represent a very robust and reliable opportunity to promote and valorise JUST’s deliverables based on the influence and relevancy at local and national level of the envisioned audience (representatives of targets, business and students associations, heads of HE departments, etc). A section of the Plan details guidelines and indications for all partners on how to organise a ME. This will allow partners to maintain homogeneous standards and ensuring comparability of results.

Who will be responsible for the sharing and promotion activities within your partnership and which specific expertise do they have in this area? What resources will you make available to allow for the proper implementation of your sharing and promotion plans?

The partner tasked with oversight and coordination of dissemination is the Brussels-based IHF: since 2004, the organisation has matured a considerable know-how communication, promotion and visibility of international scale project in multicultural contexts. Located in the heart of Europe, IHF is the perfect outlet to physically reach EU institutions

The presence of the Belgian partner is a strategic resource for JUST’s visibility and promotion, but also for partners as they can fully rely on and experienced key player in the topic. Solely in the 2019/2020 biennium, IHF coordinated Communication and Promotion activities of more than 30 E+ co-funded project

IHF will instruct the Consortium regarding the necessary tools, means, tables and matrices to keep record of the dissemination activities and results. IHF will prepare for partners a detailed “Communication and Promotion Plan” (see the annex for a snapshot on the plan contents) detailing:



- numerical / quantitative Communication and Promotion targets
- means for communication (both online and offline)
- best practices / recommendations to effectively engage media and public
- monitoring tools
- inputs to effectively engaged the EU level (for instance, “how to reach your MEPs” tutorial)

As Communication and Promotion Leader, IHF will coordinate every operational aspect to assure the achievement of great standards in terms of data consistency, data reliability and data coherence. IHF will make sure to engage targets at any dissemination stage, per each geographical (local, national, EU, international) and institutional dimension (policy making, third sector, private sector), IHF will also ask partners to comply with data reporting. IHF will synchronise the Consortium in every aspect so to guarantee the maximum homogeneity regarding the operational management and the overall production that each partner will ensure

Nevertheless, each Consortium’s member has consolidated knowledges to invest in their respective communication activities from which the whole project will surely benefit. Under the guidance and constant support of IHF, each partner will independently engage its stakeholder network from policy makers to formal institutions, groups of interest and third sector associations operation in the domain of employability and education (news and media, ONG, Social Affair offices, etc.)

#### ACCESSIBLE RESOURCES:

Each partner will commit to the project a communication office tasked with the promotion and visibility of the project by online and offline means. Members of these offices have specific competencies and backgrounds that are highly consistent with communication and promotion objectives as part of their daily routines and ordinary responsibilities

All partners will rely on their long-consolidated communication channels and at the same time it will be their concern to exploit and reinforce their existing institutional relationship network

In the time of COVID, remote working and social distancing, Online means for communication and promotion are extremely relevant and effective: websites, email marketing, a widespread coverage of social media, webzine, etc. Partners considered the results spreading over time – not only over space – as a key variable for effective communication as well. As a matter of fact, the OER platform will remain available for the following 3 years after the formal conclusion of the project. All project deliverables will remain freely available as well

Nevertheless, Offline communication means remain also an important vector to canalise JUST’s communication and increase its awareness among stakeholders, targets, and groups of interest: roundtables and workshops, multiplier events, conferences, seminars, private consultancy sessions, remains a very effective way in which partners can engage the public, spread project visibility, and highlight in details JUST’s objectives and deliverables

Erasmus+ has an open access requirement for all materials developed through its projects. If your project is producing tangible project results, please describe how you intend to ensure free access for the public to a digital form of this material. If you intend to put any limitation on the use of the open licence, please specify the reasons, extent and nature of this limitation.

- Visibility means informing about PRs, JUST’s deliverables, news related to JUST development and implementation (i.e. organisation of the Multiplier Events). In other words, it is aimed to increase JUST’s awareness among general public, stakeholders, targets, groups of interest
- Valorisation means taking the aforementioned information beyond the EU co-financing cycle with the objectives to “trigger” consistent, similar and reliable initiatives in other geographical and institutional contexts (so as to sustain even further the replicability of the project and spread its impact potentials)

Based on the latter, JUST will rely on Creative Commons agreements. That will allow external parties (i.e. other universities) to access, modify, and use the content generated by the partners: Cooperative Model and Training Material. JUST’s consortium will guarantee for FULL and FREE availability of results, partners already agreed on making of JUST tools and OPEN resources at disposal of all interested parties.

#### How will you ensure that the project results will remain available and will be used by others?

Firstly and foremost, the JUST OER Platform will be available throughout the following two years after the co-financing phase under the Erasmus+ Programme.

This on-going impact will be guaranteed by the partners as follows:

First of all, the Consortium’s organizations will be the very first ground test of the project results, that means that each partner will be concerned to customize, adapt and synchronize the framework produced in their respective working environment.

This is a key element of operational sustainability: partners will embed JUST results and products in their ongoing operations, providing continuity to project results.

Secondly, JUST outputs will be freely accessible with no restriction of any sort. To ensure full open access, the platform does not impose any registration requirements for users.

Third, partners have already agreed on financial sustainability of the project and have committed to the costs related to the maintenance of the JUST OER Platform for at least 36 months after the end of the project.

If relevant, please provide any other information you consider appropriate to give a full understanding of your sharing and promotion plan and its expected impact (e.g. how you have identified which results are most relevant to share and promote; how you will ensure the involvement of all partners; how you see synergies with other stakeholders, etc.)

During proposal, under initiative of the Applicant and IHF all partners agreed upon multiple Communication and Promotion priorities both in terms of targets and means. The details regarding the aforementioned are listed by the Communication and Promotion Plan (ready to be updated and finetuned upon project approval)

Key inputs and data emerging from the Plan:

>> the various impact dimensions of the communication strategy

Partners identified at local/regional, national and EU level, relevant institutional and non-institutional stakeholders highly strategic for JUST' scopes –private intermediaries, ICT and digital providers/facilitators, practitioners, NGOs, formal and non-formal VET providers, business incubators/accelerators, international MEPs and national Policy Makers, business support networks

>> standards and means of monitoring

For each dimension, the Consortium agreed on a performance threshold that sets the quali-quantitative standards to be achieved.

online Communication: 99000 contacts

offline Communication: nearly 3800 contacts

EU level: 1000

Grand total: a minimum of at least 112265 contacts

IHF has already provided all partners with some consolidated tool properly functional to monitoring and evaluation activities + some very useful instructions related specifically to EU dimensions (for instance, “why dissemination matter so much?”, “when to report the results?”, “how to reach your MEPs and how to select them according to their fields of competence?”, etc.)

>> best-practices and stakeholders engagement recommendations

IHF will share with all partners very practical guidelines aimed at maximising communication results

- how to strategically plan the online communication (catchy keywords, appropriate hashtags, when and how to proceed with the publications, netiquette non-written rules, etc.)

- how to properly relate with the audience via offline means (i.e. how to organise a focus group)

>> MEs and Stakeholders Engagement

Each Multiplier represent a key component of the overall Communication Strategy. All partners will be responsible for their own ME and will rely on partners for their proactive collaboration – in fact, each multiplier will be greatly promoted by all the other partners via their communication channels in order to maximise its reaching opportunities and international visibility, boost the transnational dimension of the project, strengthen its outreach

All Multiplier Events are strategically scheduled towards the end of the project. Such decision reflect the opportunity to exploit the event so as to showcase all PRs and not just individual portions of the JUST's cycle. The host organisation will guide the audience through all deliverables starting from the functionalities of the OER Platform and its eLearning usability, results and findings from the mapping activity, the structure of the Cooperation model, content of the training, validation and piloting results, inputs and guidelines to replicate the JUST's experience

Stakeholders in the domain of HE, education and training, representatives of business associations, representatives of students associations, HE students, heads of University departments, local SMEs, policy makers are expected to participate. Before the event, every partner will circulate a detailed agenda and other logistic information to facilitate the participation from the audience

(For more information about each ME, please consult the relative eForm section)

It is important to mention the fact that each organisation will commit to JUST Communication and Promotion priorities and appointed staff composed by member with relevant, consistent and robust experience in stakeholder management, online

communication, Public Relations. The centralisation of communication activities in experienced hands will assure for great outreach results and a continuous focus on the related priority.

## Sustainability

What are the activities and results that will be maintained after the end of the EU funding, and how will you ensure the resources needed to sustain them?

JUST represents a one-of-a-kind initiative. The research conducted during proposal confirmed that, up to this moment, there are no frameworks/models to sustain cooperative models between SMEs and HEIs aimed at enhancing employability opportunities for HE students

Such incredible effort would not be possible without the formal support of the EU Commission and the E+ programme

All partners, being formal targets of the project themselves, will find great benefit from the implementation of the Cooperative Model and its future exploitation even in other educational contexts (VET, AE)

## Annexes

The maximum size of a file is 15 MB and the maximum total size is 100 MB.  
The maximum number of all attachments is 100.

## Declaration on Honour

Please download the Declaration on Honour, print it, have it signed by the legal representative and attach.

File Name	File Size (kB)
DOH -ANNEX 1 JUST DOH.pdf	806
DOH -declaration-on-honour_FAM.pdf	806
<b>Total Size (kB)</b>	<b>1612</b>

## Mandates

Please download the mandates, have them signed by the legal representatives and attach them here. You can add a maximum of 90 documents.

Please ensure that mandates are valid before submitting them to the National Agency. Mandates shall be provided at the latest before the signature of the grant agreement.

File Name	File Size (kB)
MAN -MAN -JUST_mandate_E10123183_IWS (2).pdf	406
MAN -MAN -Just_mandate IHF (3) (2).pdf	155
MAN -MAN -MANDATE_PESCARA-signed (2).pdf	253
MAN -MAN -mandate RRA.pdf	170
MAN -MAN -mandate SBA (1).pdf	664
MAN -MAN -mandate_JUST_UMA_signed (2).pdf	476
<b>Total Size (kB)</b>	<b>2126</b>

## Other Documents

If needed, please attach any other relevant documents (a maximum of 9 documents). Please use clear file names.  
If you have any additional questions, please contact your National Agency. You can find their contact details [here](#)

File Name	File Size (kB)
OTH -ANNEX 3 JUST Gantt Chart.pdf	193
OTH -ANNEX 4 JUST Index Project Management Plan.pdf	26
OTH -ANNEX 5 JUST Risk Matrix.pdf	134
OTH -ANNEX 6 JUST Index Sharing & Use Plan.pdf	114
<b>Total Size (kB)</b>	<b>468</b>
<b>Total Size (kB)</b>	<b>4207</b>

## Checklist

Before submitting your application form to the National Agency, please make sure that:

- ☒ It fulfills the eligibility criteria listed in the Programme Guide.
- ☒ All relevant fields in the application form have been completed.
- ☒ You have chosen the correct National Agency of the country in which your organisation is established. Currently selected NA is: SI01 - CMEPIUS "Center Republike Slovenije za mobilnost in evropske programe izobraževanja in usposabljanja"

Please also keep in mind the following:

Mandates of each partner to the applicant, signed by both parties, should be submitted latest before the signature of the grant agreement. If the application is approved for funding, signed mandates will be considered as a condition for signature of the grant agreement.

The documents proving the legal status of the applicant must be uploaded in the Organisation Registration System, here: [Organisation Registration System](#)

The grant exceeds 60 000 EUR. If the applicant organisation is not a public body or an international organisation, please do not forget to upload the necessary documents to give proof of your financial capacity in the Participant Portal (for more details, see the section "Selection Criteria" in Part C of the Programme Guide).

## Submission History

Version	Submission time (Brussels time)	Submitted by	Submission ID	Submission status
1	21/05/2021 09:40:39	FAM Faculty of Media	1268722	Published

**ANNEX II- FINANCIAL PLAN: BUDGET ALLOCATION AS PER PARTNER ORGANIZATION****COM-IN PROJECT****TOTAL BUDGET SUMMARY**

<b>Project budget summary</b>	<b>Total</b>
PROJECT MANAGEMENT	75.000 €
TRANSNATIONAL MEETINGS	13.595 €
PROJECT RESULTS	230.344 €
MULTIPLIER EVENTS	23.000 €
<b>TOTAL</b>	<b>341.939 €</b>

	FUDŠ/FAM	RRA	UMA	IWS	UNICH	IDP	UNIBA	SBAGENCY	IHF	TOTAL
<b>Project management and implementation</b>	15.000,00	7.500,00	7.500,00	7.500,00	7.500,00	7.500,00	7.500,00	7.500,00	7.500,00	75.000,00
<b>Transnational project meetings</b>	2.300,00	1.150,00	1.150,00	1.150,00	1.150,00	1.150,00	1.910,00	1.910,00	1.725,00	13.595,00
<b>Project results</b>	28.237,00	26.806,00	23.393,00	26.223,00	36.142,00	30.392,00	14.304,00	11.337,00	33.510,00	230.344,00
<b>Multiplier event</b>	4.000,00	3.000,00	3.000,00		2.000,00	2.000,00	6.000,00		3.000,00	23.000,00
<b>Total grant</b>	<b>49.537,00</b>	<b>38.456,00</b>	<b>35.043,00</b>	<b>34.873,00</b>	<b>46.792,00</b>	<b>41.042,00</b>	<b>29.714,00</b>	<b>20.747,00</b>	<b>45.735,00</b>	<b>341.939,00</b>
<b>1st payement - M2 - 40%</b>	19.814,80	15.382,40	14.017,20	13.949,20	18.716,80	16.416,80	11.885,60	8.298,80	18.294,00	
<b>2nd payement - M14 - 20%</b>	9.907,40	7.691,20	7.008,60	6.974,60	9.358,40	8.208,40	5.942,80	4.149,40	9.147,00	
<b>3rd payement - M26 - 20%</b>	9.907,40	7.691,20	7.008,60	6.974,60	9.358,40	8.208,40	5.942,80	4.149,40	9.147,00	
<b>4th payement - after approval - 20%</b>	9.907,40	7.691,20	7.008,60	6.974,60	9.358,40	8.208,40	5.942,80	4.149,40	9.147,00	



## **ANNEX III – FINANCIAL and CONTRACTUAL RULES**

### **For multibeneficiary grant agreements of KA2**

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## **I. RULES APPLICABLE TO BUDGET CATEGORIES BASED ON UNIT CONTRIBUTIONS**

### **I.1 Conditions for eligibility of unit contributions**

Where the grant takes the form of a unit contribution, the number of units must comply with the following conditions:

- (a) the units must be actually used or produced in the period set out in Article I.2.2 of the Special Conditions;
- (b) the units must be necessary for implementing the Project or produced by it;
- (c) the number of units must be identifiable and verifiable, in particular supported by records and documentation specified in this annex.

### **I.2 Calculation and supporting documents for unit contributions**

[Key Action 2 – Cooperation Partnerships:

#### **A. Project management and implementation**

- (a) Calculation of the grant amount: the grant amount is calculated by multiplying the total number of months of the project duration by the unit contribution applicable to the beneficiary, as specified in Annex IV of the Agreement. The beneficiaries must agree on the distribution of the amount between them depending on their respective workload and contribution to the project activities and results.
- (b) Triggering event: the event that conditions the entitlement to the grant is that the beneficiary implements the project activities and produces the project outputs to be covered from this budget category as applied for in the grant application and as approved by the National Agency.
- (c) Supporting documents: proof of activities undertaken and outputs produced will be provided in the form of a description of these activities and outputs in the final report. In addition, outputs produced must be uploaded by the coordinator in the

Erasmus+ Project Results Platform and/or, depending on their nature, available for checks and audits at the premises of the beneficiaries.

- (d) Reporting: on behalf of the Project as a whole, the coordinator must report on the final distribution of funds and on undertaken activities and results.

**B. Transnational project meetings**

- (a) Calculation of the grant amount: the grant amount is calculated by multiplying the total number of participations by the unit contribution applicable, as specified in Annex IV of the Agreement.

By default, the place of origin is understood as the place where the sending organisation is located and the place of venue as the place where the receiving organisation is located. If a different place of origin or venue is reported, the beneficiary must provide the reason for this difference.

- (b) Triggering event: the event that conditions the entitlement to the grant is that the participant has actually participated in the transnational project meeting.
- (c) Supporting documents:
- Travel: Proof of attendance of the activity in the form of an attendance list or individual attendance certificates signed by the receiving organisation specifying the name of the participant, the purpose of the activity, as well as its starting and end date;
  - In case of travel from a place different than that where the sending organisation is located and/or travel to a place different than that where the receiving organisation is located which leads to a change of distance band, the actual travel itinerary must be supported with travel tickets or other invoices specifying the place of departure and the place of arrival.
  - Proof of attendance of the transnational project meeting in the form of a participants list or individual attendance certificates signed by the participants and the receiving organisation specifying the name, date and place of the transnational project meeting, and for each participant: name and signature of the person, name and address of the sending organisation of the person;
  - Detailed agenda and any documents used or distributed at the transnational project meeting.

(d) Reporting:

- On behalf of the Project as a whole, the coordinator must report on the venue of the meeting, the date and the number of participants.
- In all cases, the beneficiaries must be able to demonstrate a formal link with the persons participating in transnational project meetings, whether they are involved in the Project as staff (whether on a professional or voluntary basis) or as learners of the beneficiary organisations.

**C. Project results**

- (a) Calculation of the grant amount: the grant amount is calculated by multiplying the number of days of work performed by the staff of the beneficiaries by the unit contribution applicable per day for the category of staff for the country in which the beneficiary concerned is established, as specified in Annex IV of the Agreement. The category applicable does not relate to the professional profile of the person, but to the function performed by the person in relation to the development of the project result.

Staff costs for managers and administrative staff are expected to be covered already under the "Project management and implementation" budget item. These costs can be used under the "Project results" budget item only if applied for and approved by the NA, as specified in Annex II.

- (b) Triggering event: the event that conditions the entitlement to the grant is that the project result has been produced and that it is of an acceptable quality level, as determined by the evaluation of the NA.

(c) Supporting documents:

- proof of the project result produced, which must be uploaded in the Erasmus+ Project Results Platform and/or, depending on its nature, available for checks and audits at the premises of the beneficiaries;
- proof of the staff time invested in the production of the project result in the form of a time sheet per person, identifying the name of the person, the category of staff in terms of the 4 categories specified in Annex IV, the dates and the total number of days of work of the person for the production of the project result.

- proof of the nature of the relationship between the person and the beneficiary concerned (such as type of employment contract, voluntary work, SME ownership, etc.), as registered in the official records of the beneficiary. In all cases, the beneficiaries must be able to demonstrate the formal link with the person concerned, whether he/she is involved in the Project on a professional or voluntary basis. Persons working for a beneficiary on the basis of service contract (e.g. translators, web designer etc.) are not considered as staff of the organisation concerned. Their working time can therefore not be claimed under the "Project results" budget item but may be eligible as exceptional costs under the conditions specified in the related section below.
- (d) Reporting: on behalf of the Project as a whole, the coordinator must report on the activities undertaken and results produced. The coordinator must include information on the start and end date and on the number of days of work per category of staff for each of the beneficiaries cooperating directly on the development of the project result.

**D. Multiplier events**

- (a) Calculation of the grant amount: the grant amount is calculated by multiplying the number of participants from organisations other than the beneficiary, the associated partners hosting a multiplier event and other project partner organisations as specified in the Agreement by the unit contribution applicable per participant, as specified in Annex IV of the Agreement.
- (b) Triggering event: the event that conditions the entitlement to the grant is that the multiplier event has taken place, physically or virtually, and that it is of an acceptable quality level, as determined by the evaluation of the NA.
- (c) Supporting documents:
- Proof of the actual number of participants in the activity through a declaration signed by the organiser and specifying the name of the participant and the name and address of the sending organisation (if applicable).
  - Detailed agenda and any documents used or distributed at the multiplier event.
- (d) Reporting:
- On behalf of the Project as a whole, the coordinator must report on the description of the multiplier event, the project results covered, the leading and

participating organisations, the venue of the meeting and the numbers of local and international participants.

- In the case that the beneficiaries do not develop the project results applied for and approved by the NA, the related multiplier events will not be considered eligible for grant support either. If the NA awarded support for the development of several project results but only some of them are ultimately realised, the NA must determine to which extent each of the related Multiplier events is eligible for grant support.

#### **E. Learning, teaching and training activities**

(a) Calculation of the grant amount: the grant amount takes the form of a unit contribution towards the inclusion support for organisations, travel, individual support and linguistic support. It is calculated as follows:

- Inclusion support for organisations: the grant amount is calculated by multiplying the total number of participants with fewer opportunities in learning, teaching and training activities by the unit contribution applicable, as specified in Annex IV of the Agreement.
- Travel: the grant amount is calculated by multiplying the number of participants by the unit contribution applicable to the distance band and type of travel as specified in Annex IV of the Agreement; for the establishment of the distance band applicable. In case of green travel modes (train, bus, shared car, boat), the green travel unit contributions apply, otherwise the standard travel unit contributions apply. The beneficiaries must use the on-line distance calculator available on the Commission's website at:  
[http://ec.europa.eu/programmes/erasmus-plus/tools/distance\\_en.htm](http://ec.europa.eu/programmes/erasmus-plus/tools/distance_en.htm).
- Individual support: the grant amount is calculated by multiplying the number of days per participant, including accompanying persons, by the full unit contribution or its respective proportion, applicable per day for the type of participant, as specified in Annex IV of the Agreement. If necessary, the beneficiary may add one day of standard travel or up to three days in the case of green travel directly before the first day of the activity, and one day of standard travel or up to three days in the case of green travel directly following the last day of the activity. These extra days for travel will be considered for the calculation of the individual support.

- Linguistic support: the grant amount is calculated by multiplying the total number of participants receiving linguistic support by the unit contribution applicable, as specified in Annex IV of the Agreement.
- Support to participants in Learning, teaching and training activities taking place in their own country is eligible under this budget category provided that the activities involve participants from beneficiary organisations from at least two different Programme Countries and that the distance between the place of departure and place of arrival as specified above is at least 10 km following the online distance band calculator.

(b) Triggering event:

- Inclusion support for organisations: the event that conditions the entitlement to the grant is that the participant has actually undertaken the activity.
- Travel costs: the event that conditions the entitlement to the grant is that the participant has actually undertaken the activity.
- Individual support: the event that conditions the entitlement to the grant is that the participant has actually undertaken the activity.
- Linguistic support: the triggering event for the entitlement to the grant is that the participant has undertaken an activity exceeding 2 months and that the person has actually undertaken language preparation in the language of instruction or of work.

(c) Supporting documents:

- Inclusion support for organisations: proof of attendance of the activity in the form of a declaration signed by the receiving organisation, specifying the name of the participant, the purpose of the activity, as well as its starting and end date. In addition, documentation specified by the relevant National Agency as relevant proof that the participant belongs to one of the categories of fewer opportunities listed in the Programme Guide.
- Travel: Proof of attendance of the activity in the form of a declaration specifying the name of the participant, the purpose of the activity, as well as its starting and end date, signed by the participant and by the receiving organisation. In addition, in case of use of sustainable means of transport (green travel), a declaration on honour signed by the person receiving the travel grant and the sending organisation will serve as supporting documentation.

- Individual support: Proof of attendance of the activity in the form of an attendance list or individual attendance certificates signed by the receiving organisation specifying the name of the participant, the purpose of the activity, as well as its start and end date.
- Linguistic support
  - Proof of attendance of courses in the form of a declaration signed by the course provider, specifying the name of the participant, the language taught, the format and duration of the linguistic support provided, or
  - Invoice for the purchase of learning materials, specifying the language concerned, the name and address of the body issuing the invoice, the amount and currency, and the date of the invoice, or
  - In case the linguistic support is provided directly by the beneficiary: a declaration signed and dated by the participant, specifying the name of the participant, the language taught, the format and duration of the linguistic support received.

(d) Reporting:

On behalf of the Project as a whole, the coordinator must report on the description, venue, date and number of participants of all learning, teaching and training activities.

Inclusion support for organisations: the coordinator must report on the justification and number of participants eligible under inclusion support.

## **II. RULES APPLICABLE FOR THE BUDGET CATEGORIES BASED ON REIMBURSEMENT OF ACTUAL INCURRED COSTS**

### **II.1. Conditions for the reimbursement of actual costs**

Where the grant takes the form of a reimbursement of actual costs, the following conditions must apply:

- (a) they are incurred by the beneficiaries;
- (b) they are incurred in the period set out in Article I.2.2.;



- (c) they are indicated in the estimated budget set out in Annex II or eligible following budget transfers in accordance with Article I.18;
- (d) they are incurred in connection with the Project as described in Annex II and are necessary for its implementation;
- (e) they are identifiable and verifiable, in particular are recorded in the beneficiary's accounting records and determined according to the applicable accounting standards of the country where the beneficiary is established and with the beneficiary's usual cost accounting practices;
- (f) they comply with the requirements of applicable tax and social legislation;
- (g) they are reasonable, justified, and comply with the principle of sound financial management, in particular regarding economy and efficiency;
- (h) they are not covered by a unit contribution as specified in Section I of this Annex.

## **II.2. Calculation of actual cost**

### **KA2- Cooperation Partnerships**

#### **A. Inclusion support for participants**

- (a) Calculation of the grant amount: the grant is a reimbursement of 100% of the eligible costs actually incurred.
- (b) Eligible costs: costs directly related to participants with fewer opportunities and their accompanying persons, additional to costs supported by a unit contribution specified in Section I of this Annex (other than Travel and Individual support). Costs related to travel and subsistence may be requested under this budget category if a grant for the same participants has not been requested through budget categories Travel and Individual support.
- (c) Supporting documents: proof of payment of the related costs based on invoices of the related costs incurred, specifying the name and address of the body issuing the invoice, the amount and currency, and the date of the invoice.

- (d) Reporting: for each cost item in this budget category, the beneficiary must report the type of costs and the real amount of costs incurred.

#### **B. Exceptional costs**

- (a) Calculation of the grant amount: the grant is a reimbursement of 80% of the eligible costs actually incurred, with a maximum of € 50.000 per project (excluding the costs for providing a financial guarantee if required by the Agreement).
- (b) Eligible costs:
- Costs relating to a pre-financing guarantee lodged by the beneficiary where such guarantee is required by the NA, as specified in Article I.4.2 of the Agreement.
  - Costs of travel in the most economical but also effective way for eligible participants for which the standard funding rule does not cover at least 70% of the eligible costs.
  - sub-contracting and purchase of goods and services in so far as applied for by the beneficiary and in so far as approved by the NA as specified in Annex II;
  - Cost related to the depreciation costs of equipment or other assets (new or second-hand) as recorded in the accounting statements of the beneficiary, provided that the asset has been purchased in accordance with Article II.10 and that it is written off in accordance with the international accounting standards and the usual accounting practices of the beneficiary. The costs of rental or lease of equipment or other assets are also eligible, provided that these costs do not exceed the depreciation costs of similar equipment or assets and are exclusive of any finance fee. In the case of equipment purchase, rental or lease only the amount corresponding to the share of time of the use of the equipment for the project can be claimed.
- (c) Supporting documents:
- proof of the cost of the financial guarantee issued by the body providing the guarantee to the beneficiary, specifying the name and address of the body issuing the financial guarantee, the amount and currency of the cost of the guarantee,

and providing the date and signature of the legal representative of the body issuing the guarantee.

- In the case of travel costs: proof of payment of the related costs on the basis of invoices specifying the name and address of the body issuing the invoice, the amount and currency, and the date of the invoice and the travel route.]
- Subcontracting: proof of payment of the related costs on the basis of invoices specifying the name and address of the body issuing the invoice, the amount and currency, and the date of the invoice.
- Depreciations costs: proof of the purchase, rental or lease of the equipment, as recorded in the beneficiary's accounting statements, justifying that these costs correspond to the period set out in Article I.2.2 and the rate of actual use for the purposes of the Project may be taken into account;

(d) Reporting:

for each cost item in this budget category, the beneficiary must report the type of costs and the real amount of costs incurred.

### III. RULES APPLICABLE FOR ACTIONS BASED ON LUMP SUMS

#### Key Action 2 – Small-scale Partnerships

The grant takes the form of the lump sum specified in Annex II.

The fixed contribution covers all costs directly related to the implementation of the project activities.

The supporting documentation required at final report stage is listed in section VII. a) of this Annex. Documentary proof of incurred expenses (e.g. invoices) is not required at final report stage. However, in accordance with section VII of this Annex and article II.27 of the General Conditions, upon request by the National Agency, by the Commission or an audit body, beneficiaries must be able to provide evidence that the activities for which the grant was requested have actually been carried out.

#### **IV. CONDITIONS OF ELIGIBILITY OF PROJECT ACTIVITIES**

- a) The beneficiaries must ensure that the activities of the project for which grant support was awarded are eligible in accordance with the rules set out in the Erasmus+ Programme Guide for each Key Action and each field.
- b) Activities undertaken that are not compliant with the rules set out in the Erasmus+ Programme Guide as complemented by the rules set out in this Annex must be declared ineligible by the NA and the grant amounts corresponding to the activities concerned must be reimbursed in full. The reimbursement must cover all budget categories for which a grant was awarded in relation to the activity that is declared ineligible.

#### **V. FINAL REPORT**

The final report will be evaluated on the basis of quality criteria and scored on a total of maximum 100 points. If the final report scores below 60 points in total, the NA may reduce the final grant amount on the basis of poor, partial or late implementation of the Project even if all activities reported were eligible and actually took place. The final report and project results will be assessed by the NA, using a common set of quality criteria focusing on:

- The extent to which the project was implemented in line with the approved grant application
- The quality of activities undertaken and their consistency with the project objectives
- The quality of the products and results produced
- The learning outcomes and impact on participants
- The extent to which the project proved to be innovative/complementary to other initiatives

- The extent to which the project proved to add value at EU level
- The extent to which the project implemented effective quality measures as well as measures for evaluating the project's outcomes
- The impact on the participating organisations
- [For Key Action 2 – Cooperation Partnerships] In case of learning, teaching and training activities: the quality of the practical arrangements provided in support of the mobility, in terms of preparation, monitoring and support to participants during their mobility activity, the quality arrangements for the recognition/validation of the learning outcomes of participants.]
- The quality and scope of the dissemination activities undertaken
- The potential wider impact of the project on individuals and organisations beyond the beneficiaries

## **VI. GRANT REDUCTION FOR POOR, PARTIAL OR LATE IMPLEMENTATION**

Poor, partial or late implementation of the Project may be established by the NA on the basis of the final report submitted by the coordinator (including reports from individual participants taking part in the mobility activities) and on the basis of the project results.

In addition, the NA may also consider information received from any other relevant source, proving that the Project is not implemented in accordance with the contractual provisions. Other sources of information may include monitoring visits, accreditation interim reports, desk checks or on the spot checks undertaken by the NA.

If the final report scores below 60 points in total, the NA may reduce the final grant amount on the basis of poor, partial or late implementation of the action even if all activities reported were eligible and actually took place. In that case, a grant reduction may correspond to:

- 10% if the final report scores at least 50 points and below 60 points;

- 25% if the final report scores at least 40 points and below 50 points;
- 50% if the final report scores at least 25 points and below 40 points;
- 75% if the final report scores below 25 points.

[For Small-scale partnerships: In case a planned project activity is not carried out and it is not replaced by another equivalent activity, the NA shall reduce the grant by the amount allocated to that activity as indicated in Annex II of the grant agreement.]

## **VII. CHECKS OF GRANT BENEFICIARIES AND PROVISION OF SUPPORTING DOCUMENTS**

In accordance with Article II.27 of Annex I of the Agreement, the beneficiaries may be subject to checks and audits in relation to the Agreement. Checks and audits aim at verifying whether the beneficiaries managed the grant in respect of the rules set out in the Agreement, in order to establish the final grant amount to which the beneficiaries are entitled.

A final report check must be performed for all projects. In addition, the project may be subject to a further desk check or on-the-spot check if the project Agreement is included in the NA sample required by the European Commission or if the NA selected the Agreement for a targeted check based on its risk assessment.

For final report check and desk check, the coordinator must supply to the NA copies of supporting documents specified in the section I.2 (including supporting documents from the other beneficiaries) to the NA, unless the NA makes a request for originals to be delivered. The NA must return original supporting documents to the beneficiary upon its analysis thereof. If the beneficiary is legally not authorised to send original documents for final report or desk checks, a physical or electronic copy of the supporting documents may be sent instead.

For any type of check the beneficiaries may be requested by the NA to provide additional supporting documents or evidence that are typically required for another type of check, as specified in article II.27 of the General Conditions.

The different checks must include the following:

### **a) Final report check**

The final report check is undertaken at final report stage at the NA premises in order to establish the final grant amount to which the beneficiaries are entitled.

The beneficiary's final report must include the following information:

[Cooperation Partnerships

- Unit contributions consumed for budget categories:
  - Project management and implementation
  - Transnational project meetings
  - Project results
  - Multiplier events

In case of learning, teaching and training activities:

- Inclusion support for organisations
- Travel
- Individual support
- Linguistic support

- Actual costs incurred for budget categories:
  - Inclusion support for participants
  - Subcontracting
  - Depreciation costs
  - Exceptional costs
- Project results, by uploading them in the Erasmus+ Project Results Platform.

[Small-scale Partnerships

- Detailed description of each activity carried out.
- Quantitative and qualitative information showing the level of achievement of the project objectives stated in the application
- Project results, by uploading them in the Erasmus+ Project Results Platform.

- Self-assessment, indicating as a percentage the level of achievement of the project objectives.]

**b) Desk check**

The desk check is an in-depth check of supporting documents as well as evidence of the underlying reality of the project implementation, carried out at the NA premises that may be conducted at or after the final report stage.

Upon request, the coordinator must submit to the National Agency the supporting documents, and evidence supporting the quality of the deliverables.

**c) On-the-spot checks**

On-the-spot checks are performed by the NA at the premises of the beneficiaries or at any other premise relevant for the execution of the Project. During on-the-spot checks, the beneficiaries must make original supporting documentation available for review by the National Agency and must enable the National Agency access to the recording of project expenses in the beneficiary's accounts.

On-the-spot checks can take the following forms:

- On-the-spot check during project implementation: this check is undertaken during the implementation of the Project in order for the National Agency to directly verify the quality, reality and eligibility of all project activities and participants;
- On-the-spot check after completion of the project: this check is undertaken after the end of the Project and usually after the final report check.